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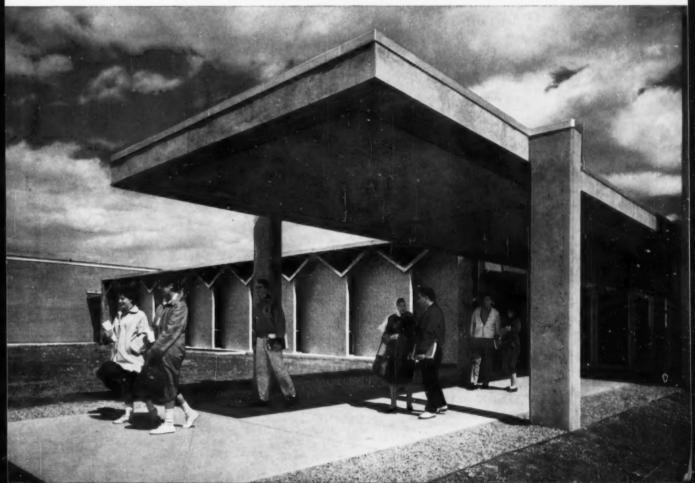
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How To Set Up a Stenographic Pool 34

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AMONG THE AUTHORS: Clarence Scheps, vice president and comptroller of Tulane University, discusses the principles of business management as they relate to present-day needs for effective administration of colleges and universities. His experience includes authorship of the accepted authority, "Accounting for Colleges and Universities," and he is chairman of the committee now working on a re-editing of Volumes I and II of "College and University Business Administration," published by the American Council on Education. . . The special 32 page section on college unions includes contributions from Porter Butts, director of the University of Wisconsin Mayorial Unions Charter Berry, director of

of Wisconsin Memorial Union; Chester Berry, director of the Stanford University Union; Edgar Whiting, director of Willard Straight Hall at Cornell University, and Harold Pride of Iowa State University.



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QUESTIONS AND ANSWERS

Aluminum Railings

Question: Is there any way to prevent aluminum railings from oxidizing so they won't turn the hands, and particularly white gloves, dark when people touch them? — F.D., Calif.

Answer: As suggested in the question, the surface oxidation, together with any foreign material that may be present, is the cause of the difficulty. Obviously the remedy is a coating treatment that will prevent oxidation. This can be accomplished by anodizing at the factory. Provided the anodic film is of sufficient thickness and is properly maintained (annual or biannual washing with water containing a wetting agent usually suffices), the anodic film will offer protection even under severe conditions of exposure for periods ranging up to 30 or more years for ordinary architectural surfaces. The thicker the anodic film, the longer will be the life of the film. However, the abrasive action to which handrails are subjected will, of course, shorten the life of the anodic protection, which can involve a color if desired.

Another means of protecting the aluminum surface and maintaining its appearance is the application of organic coatings, such as paints and waxes. Because organic films are subject to deterioration over a relatively short period of time, it is necessary to replace these films at regular intervals. — A. F. GALLISTEL, consultant, department of planning and construction, University of Wisconsin.

Operating a Bookstore

Question: Should bookstores be operated by a college or university, or is it more economical for this service to be provided by local private enterprise? — N. O., Ky.

Answer: Many years ago several very fine bookstores established them-

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selves adjacent to the Purdue University campus and have rendered excellent service to the students. Purdue University as a matter of policy has decided not to own and operate its own bookstore and compete with these private enterprises in this area. In our case we believe it has helped maintain good community relations not to compete with these private enterprises adjacent to the Purdue campus. — D. Francis Finn, purchasing agent, Purdue University, Lafayette, Ind.

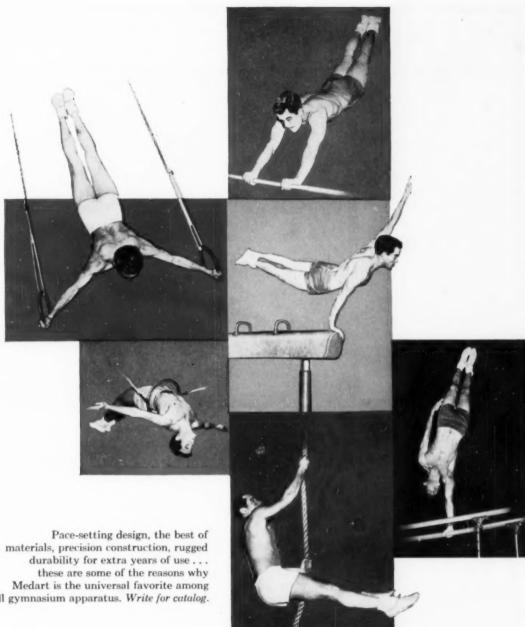
Student Loans

Question: If college and university administrators find that heavy demand for student loans is exhausting the institution's loan funds, should the institution borrow money in order to make additional student loans available to meet the need? — E. N., N. Y.

Answer: The answer depends entirely upon the circumstances at the institution.

There is a growing trend toward long-term loans as an important medium of financial assistance to needy students. This is particularly true in the private institutions that have been confronted with the necessity of vastly increasing student financial aid because of almost annual increases in tuition and other costs. The National Defense Education Act, which includes a loan program, also has tended to encourage the lending of money to students as a supplement to the traditional scholarship programs.

If a particular institution has a heavy demand for student loans and cannot meet this demand in any other way, I think it is entirely proper for funds to be borrowed in order to finance necessary student assistance. The interest rates charged students may or may not equal the interest that the institution has to pay to the lending agency. If interest received from student borrowers does not fully cover the interest costs of borrowing, the institution may well be able to afford to budget this difference in order to expand its student assistance program. - CLARENCE SCHEPS, vice president, Tulane University, New



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- 10. No mechanical noise or mechanical maintenance requirements in schoolrooms.
- 11. Lower decorating costs through slight pressurization of buildings.
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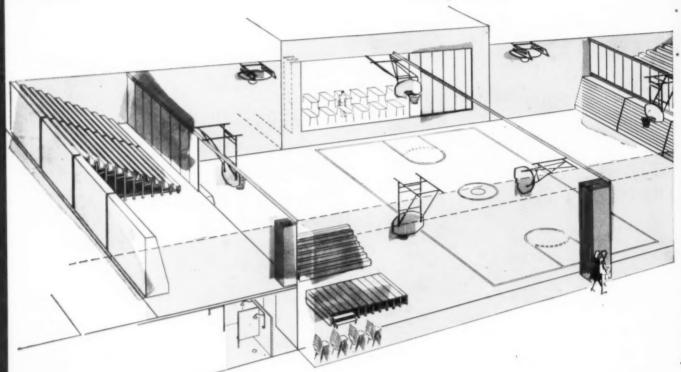
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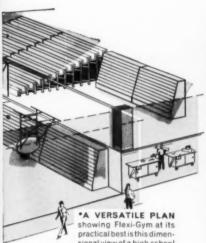
A FOLDING PARTITION, 20' high by 65' long, gives important flexibility to this gymnasium. With electrically powered partition closed there are two smaller courts each large enough for a gym class. With partition open, the Oakview Junior High School has an auditorium for glee club and band concerts, stage plays, community activities and assemblies; gym area for wrestling demonstrations, badminton, golf, touch football, AAHPER Fitness Tests, or a regulation basketball court.



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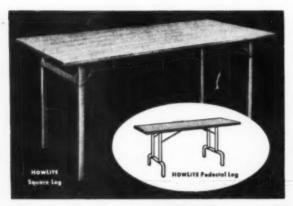
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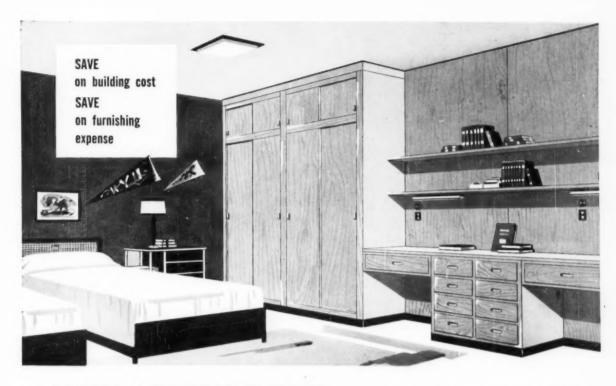
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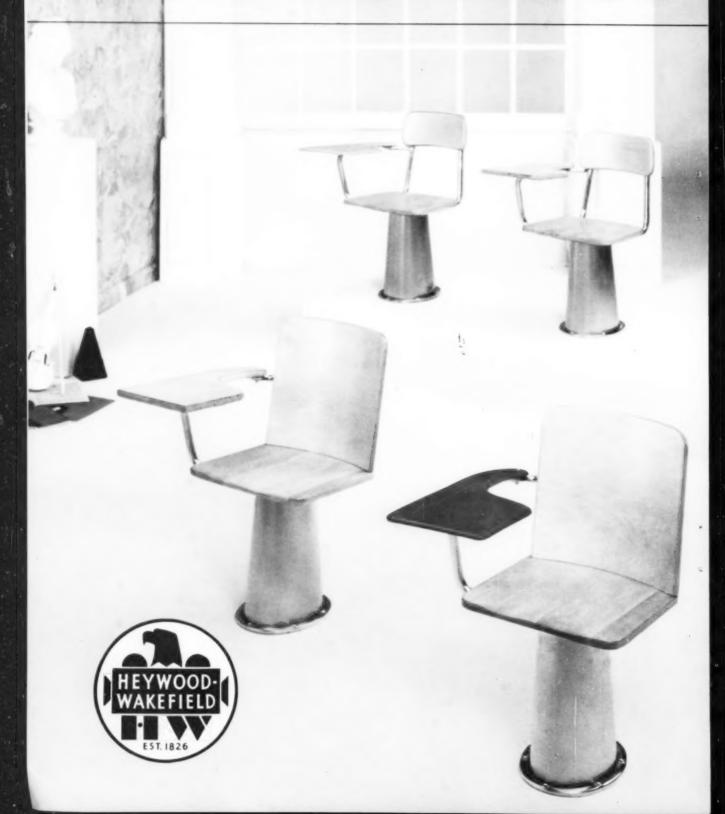


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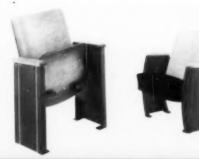
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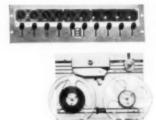
Transistors add many extra advantages to RCA's new "Preceptor" System—providing instant action, longer life, simpler wiring, and lower operating costs. These are but a few of the superior features RCA sound engineers have designed into the "Preceptor" to make it the world's most advanced and most wanted language laboratory system.

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The RCA "Preceptor" console (above) with its master control panel puts the teacher in complete command. It allows: 1) monitoring of any student; 2) listening in on master tape and student's voice; 3) two-way conversation with any student; 4) recording of student on central tape recorder; 5) insertion of comments on the recording; 6) communication with whole class through "all-call" control. The teacher controls tape selection and can play up to 10 different tapes.



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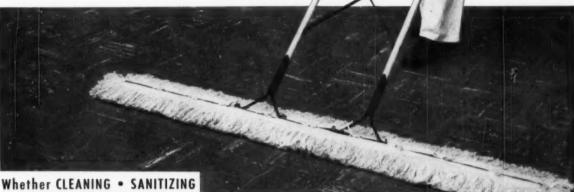
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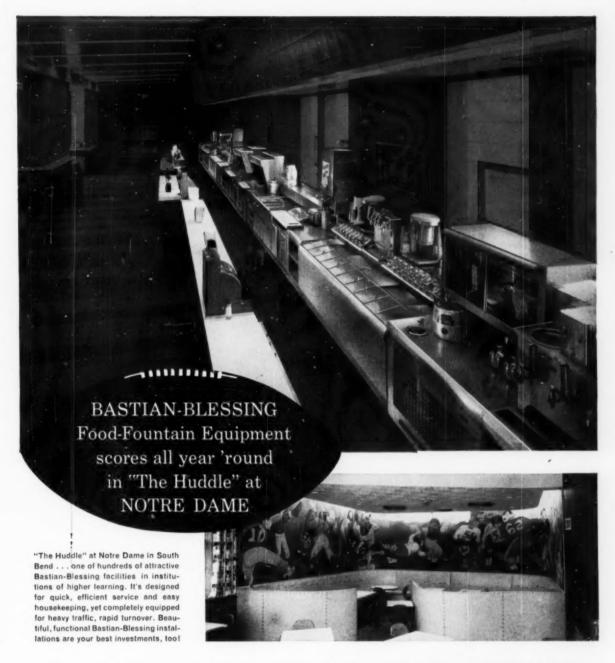
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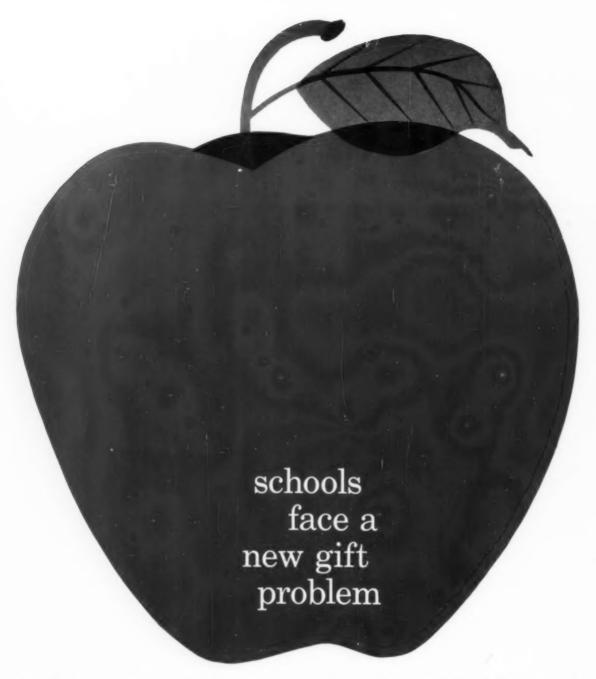


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A Community Center – the College Union

PORTER BUTTS

Director of the Wisconsin Union University of Wisconsin, Madison



THE days when the union was merely a place to meet and a place to eat, a kind of service station filling accidental gaps in the provisions for out-of-class needs, are long since gone. The union is now a community center of the first order, with an identity and meaning of its own.

The cultivation of taste and intelligence in using discretionary time is an important part of what a union is about. The union has a unique and superlative opportunity to enhance the quality of leisure, because it is precisely in the area of a student's leisure time that it operates.

First of all, of course, students need a place for leisure. But not just any place. They need the kinds of facilities, if there are to be choices beyond idleness or loafing, that point them in the direction of the more rewarding uses of leisure. Hence, what we have in a union makes a difference. Sitting and social rooms only, or something more?

Cultural and hobby facilities — constructive outlets for students in their free time and indispensable if students are to be exposed fully to the civilizing, educative influences of the arts — are certainly one kind to have: browsing library, music listening and piano playing rooms, auditorium or theater, craft shops, darkrooms, art exhibition space.

Presenting cultural activities and opportunities in the place where students are, as in their social center, is likely to result in more interest and participation than expecting them to seek out such opportunities elsewhere on the campus or in the college town. The experience on almost every campus confirms this.

When, besides facilities, students receive a hand from enlightened staff and student leaders in moving toward some standards of excellence in what is done in rooms for leisure, there can be a quality experience that a student cannot achieve solely by himself.

This all means, in short, that with a good union a college can vastly expand the time area in which it educates, and the means by which it educates.

With respect to another central purpose of the college, another role of special usefulness has been discerned for the union. The union is a priceless tool for shaping an authentic "community of teachers and students" and the individual student's sense of social responsibility, a natural laboratory in which all who will may have a part in the direction of community enterprise. In this kind of social and service institution, it can immediately be apparent that the ideals of democracy are practiced and that they work. The union, as much as any college institution, has a part in the job of enlisting every student possible in personal concern for the general welfare.

The whole educational process in America is intended to prepare young people for intelligent participation and effective leadership in our common life together. A democracy, indeed, is predicated upon universal education for citizenship. This is why our society makes the investment it does in education.

But if college students are to be the future leaders of our democracy, somewhere they must have a chance to practice it. On the campus there is no better place than in the union, the campus counterpart of the civic, political and social life of the thousands of communities into which students will move after graduation. There it provides students with the maximum means and tools for practicing leadership in their common life together, thus giving a cutting edge to the foundation work of the classroom.

This purpose has been emphasized as primary in the Association of College Unions' statement, unanimously adopted: "The union is part of the educational program of the college. As the center of college community life, it serves as a laboratory of citizenship, training students in social responsibility and for leadership in our democracy."

So it is that the union may have its highest value as a community center, a center that serves not just as a sheltering building structure but as a unifying force in the life of the college, as active sponsor of quality in the use of leisure, and as a fountainhead of self-directed activity that helps a student become ready and able to serve others, contributing freely to the imperative cause of a successful, respected democracy.

LOOKING FORWARD

The National Assembly

FOR the first time since 1955, a National Assembly of the National Federation of College and University Business Officer Associations will be held this summer at French Lick, Ind., on July 6 to 8. The interest already evinced augurs well for a successful conference.

It is to be regretted that the National Federation does not meet more frequently. A five-year hiatus is too long. Leaders in the field of higher education are striving strenuously to solve the problems and meet the needs that our present society has forced upon them. These business leaders cannot operate well when isolated from one another.

The federation has made some significant gains since its establishment in 1950. Of necessity its pace has been slow because getting diverse groups to pull together has been difficult. With the recent cooperative relationship established with the American Council on Education and with the assignment of a full-time staff member of the Council as a liaison officer with the federation, progress and improvement in federation service will be more pronounced.

To be fully effective, college business officers must have their own national organization. The National Federation is a significant step in that direction, yet it still lacks the cohesiveness of a national group. Business officers must eventually take the next step if they hope to become a significant factor in the national scene. Nor does it follow that the regional associations would disappear as the result of such action. Most national organizations have strong regional districts or divisions within their membership and each serves to complement the others.

As federation officers plan for the future in cooperation with National Assembly delegates, an imperative need is how to relate the services of the federation to the average college business officer. Some believe that the federation has devoted too large a share of its energy and resources to matters dealing with sponsored research. There may be substantial truth in this criticism. Yet the small colleges through the 60 College Cost Study and the work of the National Federation Consulting Service have enjoyed substantial benefits. The consulting service of the federation has performed capably, but it could take on a substantially heavier case load. This is a ready-made service for administrators of small and large colleges desiring

professional counse in specific areas of higher education administration.

It is our hope that the National Assembly at French Lick will take action in regard to more frequent meetings. The assembly could be profitably held every other year, or at least at three-year intervals. If such meetings are to take place only twice in a decade, why hold them at all? The National Assembly is either important or it isn't. If it is important to the solution of a multitude of problems, then future meeting schedules need to be accelerated.

The College Union

READERS of this issue will note that a substantial portion of the editorial content (32 pages) is devoted to planning, organizing and programing the college union, or campus center.

Though the college union idea began in this country before the turn of the century, it did not gain national stature until 1920. Since World War II the college union movement has experienced a phenomenal growth, and almost 400 institutions are now represented in the membership of the Association of College Unions.

The union building and program represent an unusual opportunity for blending the institution's intellectual and educational objectives with its responsibility for purposeful social and leisure-time relationships. The union can make more palatable the educational process because these cultural and social opportunities are offered in an environment the student enjoys.

The college union is a part of the whole picture of a college or university. It is not the college or university, but is a part of it. Union leadership must be sensitive to the total purposes of the institution. It must be careful to avoid the sin of empire building within the college structure, so that it can avoid the subsequent temptation to "go it alone" in opposition to the administration of the college or university.

One last thought: It would be an improvement if the movement changed its name. The purpose of language is to communicate understanding; in the context of higher education the word "union" serves to confuse rather than instruct. "Campus Center" or "College Center" is preferable as a descriptive title. Either implies a central core in college life, a suggested site for the building, and a college property.

The Business Officer's Place in the Hierarchy ... of Administration

CLARENCE SCHEPS

Vice President, Tulane University New Orleans

O ARGUE for the acceptance of the business office as a major administrative unit in the institution is no longer necessary. The attention of the business officer is free to be concentrated solely on how he may best serve the great cause of higher education. What is the proper philosophy of college business management which, if understood and practiced, will permit it to fulfill an appropriate role in the educational establishment? What is the proper relationship of the college business officer to the president, the faculty, the students, the trustees?

In seeking the answers to these questions, I have attempted to classify and enumerate some guiding principles that seem to be generally accepted.

1. Perhaps foremost, there must be a real acceptance on the part of business administration of the fact that finance and business are not the end purposes for which the educational organization exists. Instruction, research and public service are the primary functions of the institution of higher learning. A successful realization of these high functions is possible only through the joint and cooperative efforts of the faculty, the academic administration, and the business administration. No one of these three is more or less important than the others. All three are equally subordinate to the primary purposes of the institution, and all are vital to the attainment of institutional objectives.

2. Business management exists to serve the institution by maintaining and conserving institutional resources, by providing accurate and current financial information, by actively managing auxiliary activities, and by assuming as many as possible of the responsibilities of business administration involved in the educational enterprise.

This concept relates to technics. It signifies among other things that there must be a well organized staff to conduct the numerous business activities of the institution. There should be an adequate system of accounting records based on generally accepted principles and practices. Procurement of goods and services and the management of the physical plant should be centralized and efficiently organized. There should be a comprehensive annual budget to guide the institution. There should be published interim and annual financial reports based on standards appearing in Volume I of College and University Business Administration. Auxiliary activities should be supervised by competent managers and should efficiently provide essential services to students and staff.

3. Business administration is an integral and inseparable part of educational administration and, as such, must be well informed as to the educational objectives and aims of the

From an address before the Eastern Association of College and University Business Officers, Boston, 1959.

"No." "It can't be done." "There's no money in the budget." A negative approach will defeat you.

institution, may participate in formulating them, and, in any event, should understand and be sympathetic toward them. It follows from this concept that the business officer of an educational institution must qualify as educator as well as businessman.

Any attempt at separating business from academic, except on the narrow basis of technics, is unreal and artificial. Any matter of importance to the educational institution as a whole is a matter of concern to all officers, whether their primary interest and responsibility are academic or business.

The extent to which the business officer should be drawn into academic matters and, conversely, the academic officer into business affairs, hinges not on the artificial distinction between business and academic in the educational institution but solely on whether the individual, through his qualifications, background and experience, is able to contribute to the welfare of the institution. It is self-evident that only infrequently will a business officer be able to contribute to a narrow academic problem or the academic officer to a financial one. Each officer has an obligation to contribute to the limits of his talents what he can to his institution.

4. The educational business officer has the obligation of keeping abreast of new methods and technics which, if appropriate in his institution, may result in increased efficiency. He must constantly seek ways, within the framework of his institution's objectives, of redirecting expenditures so that a maximum educational product results from the expenditure of every dollar. The business officer must participate in and contribute to study and research that will result in increased efficiency.

A word of caution here: The efficiency of the educational institution, unlike that of the factory or the shoe store, cannot be judged solely on the basis of a low unit cost of production, or a high percentage of faculty utilization. Many plans for increased efficiency in education that are being discussed and advanced today are merely attempts to find a substitute for the additional funds essential if education is to do a proper job. Frequently, these devices result in a cheapened and less qualitative type of education. Although always sensitive to ways of increasing efficiency, the business officer has to use great judgment and discretion in seeking proper ways of promoting desired efficiency in his institution.

5. The college business officer must be keenly interested in educational problems on a national basis and must be willing to join with other business officers in efforts to improve his calling or profession. The large problems in education today are national in scope. What affects a small private institution in Vermont probably will affect a similar institution in Utah. Problems puzzling to the University of Texas probably will concern the University of Maine.

It is simply not enough for a business officer at a given institution to concern himself only with matters affeeting his campus. He must avail himself of every opportunity of being informed on national problems and of relating that information to problems on the campus level. In concert with his colleagues from other institutions, he must support not only his regional association but also the organization that represents the business officers on a national level. The business officer must be willing to contribute to the advancement of educational business administration by serving on national or regional committees and by otherwise making available his skills, knowledge and talents to his associates in the field.

6. Finally, it is not sufficient that business administration be efficient, well organized, fully cognizant of its proper role in the institution, equipped with the latest technics of the profession. Along with all this, it must be responsible for developing ways of educating the president, the faculty, and the trustees on the benefits of sound financial administration, better plant utilization, more efficient buying, better budgeting, and on the other technical aspects of sound financial administration.

The foregoing six important concepts of sound educational administration now must be restated in terms of the proper relationship that should prevail between business administration and the other integral components of the institution — the president, the faculty, the students, and the trustees.

Under the trustees and the president, business administration, along with educational administration, forms the apex of the governing structure of the institution. Frequently, other major administrative officers are appropriately responsible to the president, including those who supervise student personnel, fund raising, public relations, and perhaps others. Regardless, however, of the number of other coordinate officers reporting to the president, business management should be responsible solely and directly to the chief executive.

This is the so-called unitary system of organization as opposed to that in which a business officer for some phase of business management is responsible directly to the governing board. It is safe to say that majority educational opinion favors that type of organization in which the business officer is an important part of the president's cabinet and is responsible solely to him.

With respect to the relationship between business administration and the faculty, much needs to be said. The business officer must have a sincere belief in the value and importance of those who teach. He is by no means the servant of the faculty but serves his institution best by assisting the faculty in every way possible in its conduct of the educational program.

The business manager is by no means the servant,

but he serves best who assists the faculty in every way possible.

The business officer should be well informed as to the general level of faculty morale on the campus. He should know, for example, whether academic freedom exists in the true sense and whether there is a genuine sense of pride on the part of the faculty in institutional accomplishments and a sincere belief in its future possibilities. Where factors making for high morale are lacking, the business officer must do his part in bringing about appropriate corrections.

The business officer must demonstrate an interest in the general welfare of his colleagues on the faculty and must actively seek ways and means of improving their working and living conditions. He must always be easily accessible to the faculty for guidance and counsel in the wise expenditure of institutional funds. He must demonstrate an active interest in faculty research and in other projects in which faculty is involved.

He must seize upon and create opportunities of obtaining faculty participation with the business office in activities affecting finance and business management. He must avail himself of all opportunities of explaining the finances of the institution to individual faculty members and to faculty groups, and he must do so honestly and candidly.

The wise business officer recognizes that the dichotomy that sometimes exists between the academic and the business areas may be real. If he is to take the initiative in overcoming these conflicts, he must understand the reasons they can exist.

He should realize, for example, that faculty members instinctively fear an unbridled increase in administration, which diverts urgently needed funds from the main purposes of the institution. Even though the faculty member himself is not willing or able to perform necessary tasks of administration, there frequently is real concern at the growth of non-teaching activities.

Another element of possible conflict is the faculty member's anxiety that the business officer, because of his participation in the budget making process, because of his intimate relationship to the president and trustees, may be the real power behind the throne.

Finally, in some instances a few faculty members still remember the "good old days" when life on the ivy covered campus was simple and uncomplicated. This nostalgic memory has led some to a sincere conclusion that those who administer in the educational institution are unnecessary baggage and are not productive. Business management must take the initiative in resolving or at least in alleviating as many as possible of these conflicts.

With respect to the relationship of business administration to students, the business officer, especially in the large institution, frequently finds himself isolated from everyday contacts with students. Accordingly, he must seek ways of working with the student body through its organized leadership. He must be sympathetic to the students' point of view, willing to listen, accepting their side on an issue wherever possible. Much of the friction that on occasion arises between the business office and the students involves the so-called auxiliary services - housing, food services, bookstores and other student enterprises.

The matter of communications is vital in that the university's position and policies on the operations of these activities must be made clear. It is extremely important, too, that the business officer work closely and cooperatively with the officers in charge of the student personnel program. Too often, conflict between student personnel officers and the business office may reflect itself in adverse student attitudes toward the business affairs of the institution.

The relationship between business office and trustees is an important one, requiring the exercise of great

discretion on the part of the business officer. In many institutions, the business officer, next to the president, has the most frequent and intimate contacts with the individual members of the governing board. Extreme care must be taken not to take advantage of this intimate relationship.

The business officer must work through his president wherever possible and should never place himself in the position of undermining his associates, his fellow administrators, or members of the faculty.

The business officer, because he speaks the language of the businessman, must be careful to dispel notions that some board members have — that faculty members are "eggheads" or "long hairs" simply because they believe in academic freedom, in educational excellence, or in sensible athletics.

In summary, the business officer must be a businessman and an educator all at once. He must generate on the campus an atmosphere of helpfulness, not an attitude of negativism in which "No" or "It can't be done" or "There's no money in the budget" is the quick and invariable answer.

As a businessman, he must know where the institution is heading financially and must keep the trustees, the president, and the faculty well informed on the financial progress of the institution. He must instill in his staff an attitude of sincere respect for those who labor in academic areas. He must blend in himself the sympathies, the aspirations, and the understandings of the professional educator while insisting firmly on the appropriate financial controls and technics commonly accepted as requisites of sound business practice.

Above all, the business manager must uphold institutional integrity in its broadest sense in his dealings with his own staff, in his relationships with the faculty and other officers on the campus, and in his contacts with the trustees and the community.



Mrs. Lockwood looks over shoulder of student operating one of the Service's two automatic typewriters capable of producing approximately 200 average length letters per day.

BONNIE LOCKWOOD

Supervisor, Stenographic Service Southern Illinois University, Carbondale

How We Set Up a Stenographic Pool, Manned by Students

WHEN Southern Illinois University began to consider the idea of a centralized stenographic service manned by student help, we surveyed 450 colleges and universities throughout the country to learn whether they had such a service and how effective it was.

With returns from 314, we learned that only 66 had set up a centralized stenographic service and only nine relied on student help. All except one of the nine reported that the pools were not very effective.

Despite all the discouragement, we went ahead with our plans at Southern, borrowing mostly from the experiences of commercial companies in setting up the pool. However, the comments from the many universities and colleges who responded to our questionnaire helped us to plan for effectiveness.

Among the reasons listed as to why such a plan would not be workable were: (1) The faculty would not accept it; (2) students are too unreliable; (3) there are too many personnel changes in the day; (4) students are not competent; (5) confidential information would leak out. These things we planned to avoid.

Setting Up the Service

When we instituted the Service, we called on each departmental chairman and made sure he understood that something was being given to him; that nothing was being taken away; that we planned to give him work of high quality and to keep his deadlines, and that steps would be taken to keep

confidential material confidential. We tried to answer any questions or arguments he posed in the course of the discussion.

One of the biggest factors in the success of the undertaking was the institution, at about the same time, of working time blocks of three or four hours for student employes on campus, around which their classes are scheduled. This means that we can employ one student to work four hours in the morning and another to work four hours in the afternoon; together, they make one full-time employe. This cuts down on the personnel change problem considerably.

We do not agree that students are not reliable. They take responsibility, carry through, are rarely absent, and are certainly more teachable than many seasoned employes.

As to the competence of students, it is true that a centralized service demands more competence than a private office — more adaptability, a wider vocabulary, and so forth — but the problem is only that of adequate screening to uncover the more competent students. College students are certainly as intelligent, by and large, as the full-time staff one would ordinarily find available in the labor market. But adequate tests must be given to select the more capable students for the centralized office.

Selection of Employes

At Southern we use a combination of the college entrance scores in English and mathematics, and the results of a good shorthand and/or typeIn its centralized stenographic service Southern Illinois has achieved success in a program other schools have avoided.

writing examination. Students must be intelligent as well as skilled. These test results, however, do not reveal how adaptable a girl is; therefore, we counsel her in the beginning that to work in the Service requires an even disposition and the ability to adapt herself to the whims of a great variety of people. It is presented as a challenge, but with the loophole that if the girl finds after a few months that she prefers a smaller office and working for only one or two individuals, she has only to ask and a transfer will be effected.

An effort is made to select business majors, for the most part. We feel this to be a double advantage: It develops high competence in the student in an unusually large variety of office machines, procedures and understandings, far more than any individual office would offer, and it gives us a more receptive group for the training we offer.

We use boys for mimeographing work, which is in charge of a civil service employe. A second civil service employe in the Service is a bookkeeper.

Training

We provide training on an organized basis, initially for a period of one month, and later as need arises and as individual weaknesses show up on the job. Students are taught to use the electric typewriter, the electric fluid process machine, two brands of dictating-transcribing equipment, photo copying, the automatic typewriter, and a number of minor office machines. They are taught to understand



These student-stenographers at Southern Illinois University have been selected, through tests, to work in the centralized office.



The civil service supervisor of the mimeographing department and one of the student workers. Boys are used for this work.

DATE WORK REQUEST Stenographic Serv							
Southern Illinois Uni			io				
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(TO BE FILLED IN BY THE STEN Student Time Labor costs Paper Envelopes Magters TOTAL		=					

Forms used for stenographic service. Because mimeographing jobs far exceed others, a separate form was devised.

and observe paper as to weight, quality and whiteness.

The students also are taught quality standards, along with the conservative use of the supplies needed to maintain these quality standards. They are taught the relative economy of various types of reproduction and when to suggest or select (as the case may be) the use of one process over another. They are carefully taught when to make corrections rather than retype, how many errors are acceptable for various types of work, and how to make errors undetectable.

Not all the girls take shorthand, but those who do are given training in "what to ask and how to ask it" while in the offices to which they have been called. To have to call back later and bother the dictator is the unpardonable sin. They are given a great deal of careless dictation (name spelling omitted, technical words casually thrown in) in the Service office before being sent out on campus. When they can catch all these oversights before leaving the dictator they are ready to be sent out. In addition, some are taught to take minutes of meetings.

After two years of working in the centralized service, an effort is made to place the students in strategic places on the campus as secretary to the head of a department or division. Here the student can use the general knowledge she has obtained and assume more of the initiative and responsibility of a private secretary. This helps with the campus personnel problem and strengthens the background of the students.

We place equipment that needs to be available to the campus departments but whose use would not be sufficient to warrant placing it in individual offices in the Stenographic Service. An automatic typewriter is such a piece of equipment. The Service can produce approximately 200 average length letters per day for circular mailing on the two machines available.

All university mimeograph duplication is done here, except for that done in the business department for its own use and by the university information service. Customer deadlines establish priority for the most part. This service is swift and kept current. In peak periods, personnel is shifted within the Service to the mimeographing section.

Do-It-Yourself Machines

Fluid process duplicating machines are available to those users who do not have enough work to warrant the purchase of a machine in their departments. These machines are on a do-it-yourself basis. Stenographic Service maintains them, cleans them, and teaches the campus operators who come to use them. They are billed only for the paper they use.

For the occasional user, our photo copying process is available in the centralized service for copying from books and drawings. When copying machines are used as a basic part of the office system, offices buy their own equipment.

In addition to the foregoing, the Service accepts any type of work that could conceivably fit into the stenographic category.

Dictation and transcription service is provided in several ways. If the user has enough work to dictate for one-half hour or more, he may call and have a stenographer sent to his office. Transcription usually is handled at the Service. He may choose to borrow a dictating machine and send the belts in for transcription. Or, he may pay a small rental fee for the machine and have the transcription done in his own office. He may stop by the Service and dictate there, either by machine or to the stenographer.

Telephone dictation was investigated but abandoned because the campus is so widespread that the cost of installation and rental would be prohibitive.

Typewriting for any of the campus duplicating processes, including copy to be photographed, typewriting manuscripts, and typewriting from rough

drafts compose the greatest amount of the work done.

Big mailings are frequently processed through the Service

The Stenographic Service was set up with the idea of charging the using departments for the time, materials and machine maintenance necessary to pay for them. Machines and equipment, the supervisor's salary, and a wage subsidy to cover training expenses were set up as general university expense.

Because the office takes care of overflow work, emergency operations, high-quality demands, complicated tables and statistical work, the flow of work is highly irregular. This is our biggest problem. A "call staff" was tried but was found not workable. Such students were not competent enough or trained sufficiently in teamwork.

Last year, the third year of operation, the Service did a \$30,000 business. Of this amount about \$15,000 was for wages and the other \$15,000 for supplies, maintenance and so on.

From Faculty Point of View

A faculty that was somewhat reluctant three years ago would give an overwhelming vote of confidence to the centralized Stenographic Service now, I believe.

Once each year, we circulated to our users a questionnaire, asking for criticisms, suggestions for improvement, and comments. Usually we receive a very high return and the users have been without exception highly complimentary. Occasionally, they have expressed a complaint that the charges are too high. Most of them know, however, that the charges are not high and that they cannot match them commercially with a comparable quality of work.

What they do like is that they get their materials when they ask to have them ready, that the work is of high quality, and that when emergencies arise we have nine typewriters with exactly the same type face and a group trained to work as a team. The job can be broken down and put through in a hurry.

The average student wage in the Service is about \$1 per hour. The average cost to the customer is about \$1.25 per hour (including materials). Insofar as possible, we "product" charge, that is, we charge 30 cents per page

for double spaced manuscript typing with footnotes. But as the average number of pages typed per hour is from 4 to 5, this means an average cost per hour of about \$1.25.

Forms Control

Since, within the Service, the number of jobs in mimeographing far exceeds the number of jobs in all other processes combined, a separate form was devised for mimeographing work in the interest of paper economy, simplicity and accuracy in use. Too many elements on a form sometimes distract from the essential ones.

This form is prepared in duplicate and the copy is returned, with charges thereon, to the initiating department at the end of the month. The total spent by the department is reported to the accounting office for a transfer of funds.

Requests for all other work are made on a large form, also in duplicate. This serves as an efficient guide to the student receptionists in obtaining all the information needed at the time the job is taken.

All jobs are given a number and are recorded in a book before being distributed. Prenumbered forms are not used because many departments keep a stock of the forms in their own offices. The recording by number ensures that no requisitions are lost or returned to the initiating office without being charged.

If we are extremely busy with many jobs to look after, the jobs are entered on a deadline sheet at the main desk, with a deadline two hours or so in advance of the one given by the initiator. This assures our checking into the matter in plenty of time to meet the specified time. For the most part, however, this is unnecessary.

We do not tell the professors on campus that they must have work in three days in advance. Rather, we let them tell us when they must have the work. We find them to be reasonable and considerate for the most part, and when, occasionally, we are asked to do the impossible, we try to rise to the emergency - shift personnel, call some people whose work we think might be postponed to see if they would mind. This does not happen frequently, and we feel that we enjoy good relationships with staff and faculty primarily because we let them tell us; we do not dictate.

Recent Tax Rulings

T. F. BLACKWELL

Educational Management Consultant, Washington University, St. Louis

L AST month, your attention was directed to the fact that tax rulings are not always the most reliable guides to action. Under our system of jurisprudence, it is the judge on the bench that has the last word. However, tax rulings are informative, and unless one is prepared to litigate, they represent the last word.

If you scanned the Internal Revenue Bulletin during the past year, you probably added the following to your cumulative file of pertinent tax rulings:

Revenue Ruling 59-80.1 A prize awarded by a business firm as part of an advertising campaign is excludable from the gross income of the recipient when the prize consists of a scholarship only when the recipient is enrolled as a candidate for a degree at a college.

Revenue Ruling 59-81.2 The entire amount of a grant received by an individual to cover expenses for travel and study in a foreign country is considered as received incident to a fellowship grant when the recipient is not a candidate for a degree and the grant is from a tax exempt organization of the type described in Section 501 (c) (3) of the Internal Revenue Code of 1954. The amount received is excludable from the gross income of the recipient to the extent expended, subject only to the 36 month limitation period in Section 117 (b)(2)(9B) of the code.

Revenue Ruling 59-191.' A cash award granted on a competitive basis by a corporation to a former employe to assist him in pursuing his education qualifies as a scholarship under Section 117 (a)(1)(A) of the Internal Revenue Code of 1954 where the recipient of the award incurred no obligation to render future services to the corporation by accepting the award.

Until 1954, the Internal Revenue Code was completely silent as to the tax status of scholarships, fellowships and prize awards. In the absence of statutory language, the Internal Revenue Service was free to issue its own regulations and rulings on the subject. limited only by the basic legal concept that true gifts are not subject to taxation to the recipient as income. A scholarship or fellowship award covering merely tuition has rarely been questioned, if no service or duty of any kind was required of the recipient in return for the award. However, prior to 1954, the Treasury Department took the position that the cash stipend of a fellowship was taxable unless the recipient could show that the payment to him was intended as a gift.

Since many institutions expect their graduate students to carry an appreciable portion of the undergraduate teaching load, it has not been easy for members of the staff of the Internal Revenue Service to draw the line of distinction between fellowship stipends and instructional salary. The task has been rendered more difficult by the fact that some institutions use the euphemistic designation of "fellowship" for what is, in reality, a part-time assistant instructor.

In the case of a candidate for a degree, there has been little difficulty in establishing the tax free status of his stipend if: (1) The recipient rendered no service of any kind to the institution making the award; (2) the

recipient is free to select his field of study and research; (3) no reservations are placed upon the publication of his thesis or dissertation.

However, postdoctoral fellowships were almost always questioned by the Internal Revenue Service under the 1939 code. Because of the fact that these stipends were usually much larger than predoctoral fellowships, it was difficult for the tax officers to convince themselves that the recipient had not begun his professional career as a full-time research worker.*

Subsection (b)(1) of Section 117 of the 1954 Internal Revenue Code declares that fellowship stipends of those who are candidates for a degree at an educational institution shall be taxable to the recipient if they represent "payment for teaching, research or other services in the nature of part-time employment required as a condition of receiving the scholarship or fellowship grant."

On the other hand, the same section of the code states that "if teaching, research or other services are required of all candidates (whether or not recipients of scholarship or fellowship grants) for a particular degree as a condition to receiving such degree, such teaching, research or other services shall not be regarded as part-time employment within the meaning of this paragraph." It is in the interpretation and administration of this portion of Section 117 of the 1954 code that most of the apparent inconsistencies and ambiguities of current tax rulings are found.5

The 1954 code states that prizes and awards made primarily in recognition of religious, charitable, scientific, educational, artistic, literary or civic achievements are to be free of taxation, but only if: (1) The recipient was selected without any action on his part to enter the contest or proceedings, and (2) the recipient is not required to render substantial further services as a condition to receiving the prize or award.

Unternal Revenue Bulletin No. 1989-11, March

^{16, 1959,} p. 9.

*Internal Revenue Bulletin No. 1959-11, March
16, 1959, pp. 10, 11.

*Internal Revenue Bulletin No. 1959-22, June

^{*}Internal Revenue Bulletin No. 1959-22, June 1, 1959, p. 7.

⁴As an example of the sharp difference of opinion on the subject of fellowship stipends between the Internal Revenue Service and the Federal Tax Court, see: Stone v. Commissioner, 23 T.C. 254 (1954).

T.C. 254 (1954).

For examples, see: Revenue Ruling 57-370,
Cumulative Bulletin 1957-2, p. 105; Revenue
Ruling 57-386, Cumulative Bulletin 1957-2, p.
107; Revenue Ruling 57-560, Cumulative Bulletin 1957-2, p. 108, 109.

^{*}For the view of a federal judge on the tax status of prize awards, see: McDermott r. Commissioner, 150 F. 2d 585 (D.C. Cir. 1945).

Sketch by Stanley Greenfield, N.Y.U.



Administration Study No. 4

CAMPUS CENTERS

View of new student center at crossroads of St. Paul campus, University of Minnesota



By Harold Pride

Secretary, Iowa State Memorial Union Ames, Iowa

FOR UNIONS A GROWING DILEMMA –

Pointed Questions Being Asked

"A good hard look at the near future of a college union is disquieting. College enrollment will certainly increase by more than 50 per cent in the next 10 years. Citizens are already groaning under the load of taxes for education. Recently members of the Colorado state legislature held a meeting on the campus of the University of Colorado to investigate the financial problems of that great institution. Enrollment there is expected to double by 1966. Legislators present at the hearing doubted the ability of the state to furnish adequate financial support for such enrollment. Pointed questions were asked about the contributions to the educational work of the university made by the stadium and the campus union building."

"is the necessity for more space for informal

THE college union of the future will likely be quite different from the quiet little college club so many alumni knew and loved during their college days.

The population explosion is sending additional thousands of young people to college every year. Mobility of the general population is reflected on campus. In this fluid situation, reminiscent of the old frontier, campus life is fast losing the characteristics that have heretofore identified higher education in America.

A recent study, under the direction of Provost Edward D. Eddy Jr. of the University of New Hampshire, seems to indicate the following:

Any changes in character that students undergo while undergraduates are likely to be affected quite as much, if not more, by the influences that bear upon them in their leisure time as by the influence of their formal classroom instruction.

The old bull session is still an important factor in higher education. The college union tries to provide the best possible setting for that "friendly disputation" which is relished by college men and women.

Such experience is rewarding, but how can it be maintained and continued for those hordes of young men and women who are now coming through our elementary and high schools? The union director worth his salary hopes always to enlarge and enrich the opportunities for informal education in his union building.

Ham radio stations, mountain rescue corps, camping and hiking clubs, stamp collectors clubs, "barbershop" singers, and a multitude of activities committees bring

collegians together in working and creative enterprises. The unique characteristic of the college union is that it can offer the collegian rare opportunities to mingle and work with men and women of his own age and equal self-assurance. Any good union-sponsored program affords undergraduates maximum opportunities to reach value judgments and make decisions.

The union administration, on most campuses, can and does make available "the voice of experience," as a guide to current and future activities. However, supervision is usually limited to suggestions designed to prevent ultimate humiliation of the student planners or mortgaging the campus to underwrite a student production.

Such student programs must have a home and space for numerous committees and organizations. These space requirements vary widely in size and appointments throughout the hundreds of union buildings on this continent and off-shore islands. If the president of a student organization or the chairman of a campus committee has a swivel chair and a desk upon which to prop his feet, that organization has status on campus. Usually, but not always, the results in group activity and experience justify the assignment of that much space. In any case "the wheel" is likely to learn something about the relative productiveness of time spent with feet on desk and with feet on floor.

University administrators are wondering where they are to obtain the funds with which to provide classrooms, laboratory and library facilities, and teaching staff to cope with the throngs of young people coming to them. Likely there will not be enough money to provide the bare LOUNGE is the heart of the social program of a campus center. Shown here is a section of the main lounge in the union at Ohio State University, Columbus.

educational activities ...

essentials of good college education. Informal education can do much to complement the impersonal mass-production methods that will be forced upon higher education. But the very factor that will cramp the formal program of the university will limit the expansion and function of the union. There simply will not be enough money to go around.

In these circumstances the union administrator will be forced to operate his revenue producing services with the utmost efficiency and to the utmost of their possibilities for returns which may be used to pay for the nonrevenue recreational and educational program of the union.

As our universities prepare to meet the onslaught of the oncoming thousands of young men and women, they appear to be shifting their offerings further and further from the cultural (the classics were abandoned years ago!) toward the vocational humanities and science. In this sort of educational atmosphere the collegian of tomorrow will need more than ever the informal education of the union, where he may acquire some acquaintance with good literature, good music, good teamplay, good conversation, and opportunity to exercise his own talents.

Increasing numbers of youth are reaching our universities from broken homes or from homes where both parents are working. Many of these young people sorely need the social and cultural training they have missed. They are not likely to encounter it in courses in science and technology.

This segment of the student body, small now, will grow during the years ahead. The college union faces a real



... and the need for more revenue from all space operated by the union."

Services Future Unions May Provide

- 1. Parking structures, above or below ground.
- Laundry facilities for drip-dry shirts, sox and underwear to accommodate students who don't live in residence halls or fraternity houses.
- Nap rooms, where the busy student may snatch 40 winks.
- Smokers or places and occasions where students and faculty can meet informally.
- Travel service, where students can get help on a camping trip or a tour abroad.
- More opportunities for American students to know and appreciate, as campus equals, the foreign students enrolled.
- Panel discussions or book reviews by respected staff members in a comfortable setting with plenty of coffee.
- 8. Browsing rooms well stocked with good books.
- Room where students can play the very special records many of them own before the the union can afford to adapt to the better methods of music production of which hi-fi and stereophonic music are the forerunners.
- Arts and crafts shops with leaders and counselors of ability and character in art, handicrafts and hobbies.
- Separate building for married student union activities, including a baby-sitting service for young mothers attending gallery talks or lectures on literature.
- Living room for the entire university family where all members of staff, alumni and guests at conferences will feel welcome.

challenge to do something for such students. Good manners are hardly the responsibility of the university, and yet many university graduates never get the big opportunity because of lack of acceptable manners.

The disintegration of family life in America has been reported repeatedly. Perhaps the products of such families are more self-reliant, though less disciplined, than any previous young people who have entered our colleges and universities. For most of them nothing is impossible, even the goals of the beatniks. With such brave young, uninhibited souls, formal education may do wonders. Geniuses will be found and cultivated.

If these adventurous men and women are to live well or happily in this last half of the Twentieth Century, however, they need very much the "informal education" available at the college union. As higher education strives for its goal of complete freedom for the human spirit, it must educate the whole man. Citizens who do not understand the full cost of the freedoms they enjoy in Western society today will not be able long to preserve those freedoms. The whole man needs the best education that is obtainable.

The most highly competent staff of experts in science, technology and the humanities needs the cultural and social influences of living, working and playing together that are likely to be found at the college union, if anywhere on campus, today and in the near future.

All planners of new union buildings and of additions to existing buildings will find themselves squarely between the horns of a growing dilemma: the need for more space for informal educational activities and the necessity of more revenue from all space operated by the union.

The desire for more and better music listening rooms. browsing rooms, study lounges, committee offices and meeting rooms, crafts and arts workrooms will likely find fulfillment only if the union can attract more patrons to the revenue producing facilities of the building.

The revenue derived from space in the union building is likely to be greatly influenced by the accessibility of that space to wheel-borne collegians, on and off campus. In spite of the frowns of the teaching faculty, more and more students have access to private automobiles during their days on campus. Unless these students can drive to their college union and park within 500 feet, they will drive elsewhere for recreation and refreshment.

Few undergraduates will now walk their dates to a dance at the union or anywhere else. Car parking space is fast becoming an expensive necessity to many college unions. Without it the future of any college union is gloomy, to say the least.

The need for the social, cultural and recreational services of the college union is growing. Speeded-up, impersonal, mass-production methods of higher education multiply the opportunities of the college union to foster graciousness and dignity in campus life. The remainder of this century will bring great modification of college union plant and staff to accommodate the increasing numbers of collegians denied the amenities of campus life as it flourished before student cars and TV.

PLANNING THE BUILDING

By C. A. Berry, Union Manager, Stanford University

NOWHERE on campus is careless planning more likely to cause difficulty than in the union building. Reasons for this include: the great variety of facilities and programs involved, the long operating hours, the voluntary nature of its use (students and faculty members have to use the library and classrooms).

Adherence to accepted planning principles may mean the difference between producing a union that operates successfully and just another cluster of services and spaces. There is nothing revolutionary about these principles, yet greater emphasis must be placed on some of them in union planning than in planning college buildings.

The principles are: (1) organizational planning; (2) efficiency and economy; (3) flexibility; (4) expansibility; (5) functionality; (6) appearance, and (7) safety.

Organizational Planning

A surprising number of colleges erect union buildings without ever having a statement of definition or purpose. They assume that everyone knows what a union is. This assumption is usually dispelled by the first attempt to formulate such a statement. The areas of disagreement that accompany an attempt to reduce to writing the institution's concept of a union testify to the differences of individual views.

The first step in the planning process, then, should be one of definition. The statement of purpose promulgated by the Association of College Unions offers a practical springboard for planning committees. Whatever statement the college finally agrees to should be approved by the governing board. Whether such an organizational question as the ultimate responsibility for the operation of the union should be included in the statement depends upon the local situation. It is desirable to have at least a general statement on this important point.

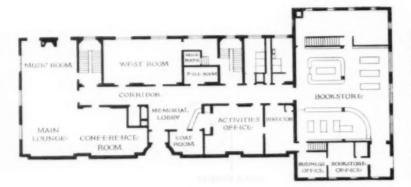
Also it is important to have the responsibility for planning the union assigned at the outset. Organizational planning implies participation by students, faculty, staff and, perhaps, alumni. It means tailoring the plan to the requirements of the various segments of the campus community (if it is a *college* union rather than a *student* union that is under consideration). This can be a fairly complex process of orientation, surveying and evaluation. The questionnaire procedure is not recommended if it merely asks questions of people who have no concept of a union's



Sketch by Stanley Greenfield, New York University

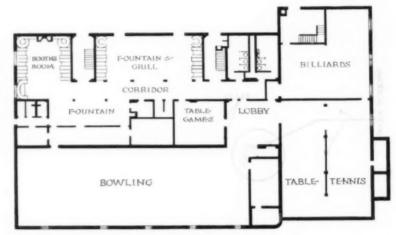
"The entire union is an example of flexibility.

It may be a recreation center, a conference center, a shopping center, a service center or a restaurant. And its function may vary with the time of the year or the time of the week."



INFORMATION CENTER (in circle) can be controlled by office personnel if receptionist is absent. Ticket sales information, public address announcements, issue of records, periodicals and equipment, and rental of circulating art prints are some of the functions available at this center. This example of flexible supervisory facilities comes from Memorial Union at the University of Rhode Island.

GAMES CONTROL CENTER can be handled by one man at University of Rhode Island Memorial Union. He usually directly supervises the entire games operation, although occasional augmentation becomes necessary, it is reported.





CENTRAL KITCHEN in Ohio State Union permits service in several directions and offers a variety of services. This sort of planning increases efficiency, economy. function and potential. Questions answered out of a background of basic ignorance cannot furnish meaningful responses.

At this point the need for expert assistance becomes apparent. The college can get expert help either by appointing an experienced union director at the start of the planning stage or by engaging a competent consultant, or both. The Association of College Unions will assist in locating such persons. Unfortunately, institutions that would never plan chemistry laboratories or a medical center without the aid of chemists or physicians often erect union buildings without professional advice except from the architect.

Organizational planning attempts to tailor the union to the college. It utilizes local resource persons, if possible, whenever specialists are called for. It indulges in introspection. It defines its goals. It calls for outside help.

With a definition in hand and a planning organization established, it is time to determine what should happen inside the building — services, activities and facilities. National surveys showing the kinds of activities and the variety of facilities of unions are available as points of departure. The union is a program and an organization as well as a building; realization of this enables the planners to adopt a functional approach. The building is then planned around the functions it is intended to house.

Efficiency and Economy

No college deliberately plans an inefficient building, although efficiency sometimes is sacrificed to gain other qualities, such as beauty or safety. Similarly, few colleges intentionally create buildings that are expensive to construct or operate. Inadvertently, many erect inefficient and expensive plants, but most of these plants do not operate night and day, seven days a week, under the demanding conditions of a union and so the error is not compounded.

A college union requires at least three full staffs every week if its doors are open morning, noon and night. Actually, when night maintenance and relief work are included, the staff of a busy union approaches the equivalent of four full shifts. The implications of this situation relative to automation, cashier and work stations, flow of production and traffic, supervision points, and payroll saving devices are obvious. An illustration is automatic pinsetting equipment which enables unions to offer bowling at any time.

One central kitchen, a single dishwashing room, a common receiving room, one control desk for the games section, and self-service coat rooms will prove to be money savers over a busy week end. One small college has a single center for information, switchboard, lost and found, ticket selling, room reservations, and equipment issue, thus providing services rendered usually in only the largest unions. It augments the staff during peak periods, but in slack times only one salary is involved in offering all these services.

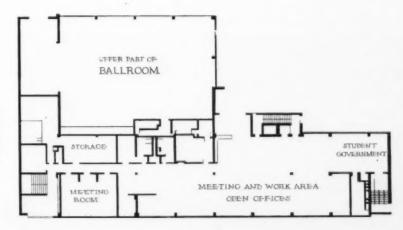
Equally obvious, once the daily hordes descend upon the union, is the need for durable and easily cleaned surfaces. Usually colleges must make a choice between saving initial construction costs by reducing quality to gain square feet and saving annual operating costs by specifying better materials and equipment. The inordinately long operating week and the heavy demands upon the union are reasons for incorporating economy and efficiency into the building. Domestic furniture is not likely to survive the strain of college use. Walls and floors degenerate quickly if they are not tough and cannot withstand frequent cleaning. Cheap mechanical equipment proves costly in terms of poor service, frequent repairs, and early replacement.

Flexibility

The entire union building is an example of flexibility. It may be a recreation center, a conference center, a shopping center, a service center, a hotel, or a restaurant. Its function may vary with the time of year or the time of week.

Many union facilities can serve a variety of purposes. Proper design is necessary if the flexibility thus achieved is accompanied by real utility. Folding walls permit many use combinations, but at the expense of acoustics. Their use demands attention to the location of windows and doors and ventilating, heating and lighting outlets. Transfer of furniture to and from a room may require storage space, portable furniture (perhaps folding or stacking), dollies and elevators. Food service equipment, even including steam tables, can be mounted on casters to achieve mobility, but a permanent kitchen and service line usually will satisfy better the union's food requirements. The advantages of flexibility must be weighed against those of functionality, efficiency and safety. (Cont. on p. 46)

OPEN OFFICE PLAN for student organizations permits flexibility and economy. This plan is of Wilson Compton Union at Washington State University in Pullman, Wash.



Flexibility seldom is lost more completely than in provision of numerous office cubicles to accommodate multifarious student organizations. The demand for additional offices never ends. Groups that become moribund retain a vested interest in offices which are really little more than private study rooms or dating parlors. A minimum of permanently assigned private spaces and a maximum of open, "bull pen" rooms in which movable panels afford a degree of privacy will serve the ever-changing campus community program.

Each area expected to fulfill more than one purpose should be examined in the light of each use. Lighting, acoustics, traffic patterns, public address facilities, black-out provisions for film projection, suitability of furniture, accessibility of food or other service, setup costs, interference with the normal union program, ventilation and heating are items that should be studied for *each* projected use of every space or division thereof.

Flexibility over the years can be built into union buildings to permit them to change with the changing needs of the campus. Modular heating and construction, nonbearing walls, continuous fenestration and lighting, and careful location of duct work, stairwells, plumbing and wiring will permit inexpensive rearrangement of interiors.

Expansibility

One common characteristic of union buildings is lack of space. The history of some union buildings is the addition of wing after wing after wing, until the original plant is dwarfed. The single union building that serves the whole college must expand as the college grows, as opposed to the normal practice of erecting new laboratories or classrooms wherever they are needed or can be accommodated. The first requirement for an expanding union, then, is room for growth. Specific allocation of this expansion room can do much to assure the college that its original union investment will be protected.

Expansion can occur in two ways; enlargement of existing facilities or introduction of new facilities. Either kind of growth should be anticipated when the original plans are being made.

Expansion of existing facilities will usually be accomplished by extension. Thus, enlargement of food areas will still leave one central kitchen, a single dishroom, one loading dock, and a common storeroom. A second ball-room-banquet hall, if adjoining the first one, should find the separate and combined uses satisfactory in terms of sight lines, acoustics, lighting, traffic control, food service, coat checking, and table and chair storage.

Expansion by way of new facilities should foresee certain problems. The addition of bowling lanes creates noise problems, a theater wing changes traffic and parking patterns, guest rooms may require separate entrances, and a bookstore demands trucking access. New wings should enhance the whole union, physically and operationally.

Planning for expansion during the original design phase calls for oversize utility and service lines. Systems for public address, air conditioning, intercommunication and timekeeping should permit increase. Corridors should be easily extended. Stairwells should be enclosed and lead away from the corridors rather than be extensions of them. The effect of expansion on natural ventilation and light, delivery entrances, internal and external traffic patterns,

and control stations can be predicted to a large extent and deserves careful consideration.

The various components of a union complement one another. Coffee-break patrons may end up in a lecture, bowlers may look at art, movie-goers may finally frame pictures or model with clay. To some extent the success of one area contributes to the success of the others. Therefore, the proper functioning of each area is important to the proper functioning of the entire union.

Functional planning may be sacrificed for a number of reasons: external appearance, fund raising commitments, economy or ignorance. A common failing is the lack of both central and dispersed storage. Game rooms are often relegated to dark, unventilated and crowded corners. Lounges frequently serve as lobbies or traffic corridors and are rendered useless for program purposes. Multistoried fovers represent thousands of unused cubic feet.

Functionality applies to furnishings, equipment and decoration also. Fragile, unattractive or uncomfortable chairs lessen the union's effectiveness in fulfilling its complex mission. Record players that seldom function or enlargers that break down do not encourage use. Third-rate art on the walls or conflicting color schemes do not develop esthetic appreciation.

Instructions to the architects and the decorators of union buildings should spell out the appearance desired. Do words like "warm," "youthful" and "friendly" appear in the descriptions? The college is unlikely to get what it wants unless it defines it.

By the same token, untoward emphasis on appearance may prompt handsome exterior perspectives which tie nicely into the existing campus architecture but into which the components of the union must be squeezed without regard to the other planning principles. "Form follows function" is a splendid dictum in union planning.

The revolution in new materials and manufacturing methods affords decorators untold opportunities for combining beauty with efficiency, economy, functionality and safety. Synthetic draperies, molded and laminated plastics, impervious wood finishes, plastic wall coverings, stainnesistant upholstery, and composition floorings can render interiors attractive and practical throughout lengthy periods of hard use.

Safety

A college union is a public building. The safety of its patrons and its employes is a never-ending responsibility. Kitchens, workshops, mechanical pinsetters, stage galleries, dumb-waiters and elevators present special safety problems. Large crowds demand circulation space and panic exits. Protection against fire and accidents must be built into the structure.

Good lighting is necessary in accident prevention and also to the health of employes. Sanitation must be achieved in food storage, preparation and disposal, as well as in plumbing and sewage systems and in the maintenance program. Sound transference from bowling or music or other noisy areas can impair the health of employes in adjacent areas. The union must be considered as the working location of a number of people, as well as the more casual campus "living room" for thousands of others. Safety for each group is an obligation to be accepted the moment planning starts.

Students Request These Facilities

as reported by Porter Butts in survey of trends that follows





SNACK BAR is most wanted facility in the college union, student surveys show. The bar in the photograph above is at Glenville State College, West Virginia.

PARKING gets a decisive vote among facilities requested. The arrow points to the union and garage at California Medical Center. The garage has three open decks, with more to come.

Milwaukee Journal Photograph

BOWLING is so much in demand that students at La Crosse State College in Wisconsin paid for their own alley. Students, along with faculty and other personnel, are bowling on 57 teams in six leagues, Mary H. Hebbard writes.



What the Students Need and Want in

By Porter Butts Director, University of Wisconsin Union

W HAT do students need and want in their common life together? The pattern of the desires of this generation emerges in the results of a group of surveys conducted on the same basis among students on 20 campuses where college unions were being planned, 1950 through 1959.

Approximately 17,500 students — a representative random sampling of about 100,000 students on campuses large and small, urban and small town, coeducational and men only, liberal arts colleges and technical schools—checked lists of from 30 to 51 types of facilities, specifying for each facility that they personally "would use frequently; facility means a great deal to me"; "would use from time to time but other facilities are more important"; "do not need personally," or "no opinion."

While the results should not be applied literally for a given campus without a survey of its own students, they nevertheless furnish strong clues as to what today's student wants and will use in a union, how much emphasis to give which facilities, and what not to overlook.

Thirty-eight facilities (of a total of 51 considered) were included in the 20 surveys with sufficient frequency (by six or more institutions) to afford fairly representative results. The student responses, according to degree of interest and probable use of each facility, were combined by a weighting formula to produce a single score for each facility for ranking purposes. The results, in order of importance of the facility to students, are shown in the table on the opposite page.

Snack Bar Comes First With Students

It is clear from the table, as it is in the actual operation of unions, that the most important single facility, in the student mind, is the snack bar. In all union surveys, on campuses of whatever kind, the snack bar almost always ranks first among all facilities, and never lower than second. If a union were to include only one facility, it would properly be a snack bar; many unions at small colleges are just that.

For this reason, and because dining is indispensable for students not fed where they are housed, provision of adequate food services should be the first goal in union planning. In actual practice it is the first goal. The dining and kitchen areas, with their supporting auxiliaries, on average account for approximately 60 per cent of the total space in recent union plans. Noteworthy is a trend, especially at small colleges, to feed all dormitory students (or part of them) at the union, as it is far cheaper to build and operate one central dining hall.

Beyond all this, dining facilities account for more traffic in the union than all other facilities put together, providing not only the basis of successful financial operation but also ensuring a large daily population to which the union can address its social-cultural program.

The bookstore ranks high on some campuses, much lower on others — according to the state of the bookstore situation at a given institution (which in some cases is very dismal indeed). There are many pros and cons concerning the advisability of bookstores in unions (only about half the existing unions have them). But it is plain from the current surveys that there is wide dissatisfaction among students concerning their campus, or off-campus, bookstores, and they apparently see the possibilities of a better answer in a new union. Whether to adopt a bookstore in the union often depends upon what the other space alternatives on the campus are, and whether a store will displace recreational and cultural facilities more essential to the union's central purpose.

The ballroom, over-all, still ranks high in the union priority list, and certainly it is true that one of the most useful, and almost universally adopted, rooms in a union is a fairly large multiple-use hall, with a stage, that can be used for sizable social gatherings, dinners, lectures, receptions, motion pictures, musicales, and many other purposes.

But there is accumulating evidence that interest in a large ballroom for dancing is on the decline, in many cases a steep decline. Most unions report decreasing attendance at "big" dances; numbers of campuses have dropped name band dances and their historic proms altogether. Not enough students come.

Surveys commonly show three to four times the demand for a *small* ballroom, or party room, as for a large one. The moral probably is that union planners need to exercise caution in adopting the large ballrooms or they may have an expensive white elephant on their hands.

Theater Is Growing in Importance

Most noteworthy outcome of the 20 student surveys in many ways is the high priority given to the theater and the small auditorium; they rank seventh and tenth among the 38 wanted facilities. This confirms a trend of student interest as yet not sufficiently recognized in union planning.

Throughout the country, student interest in the cultural facilities a union can provide – theater or auditorium, gallery, browsing room, and music listening rooms – is extraordinary. Such specifically cultural facilities are sup-

a College Union

ported in almost all surveys by from 60 to 75 per cent of all students, and often are exceeded in student interest only by the snack bar, lounge, ballroom and cafeteria.

Recently a careful survey among students at a Midwestern campus showed that four out of the first eight facilities and programs that most students considered "very important to have available" were all associated with theater and auditorium: first, plays; second, concerts; sixth, forums and lectures, and eighth, films. More students actually used the art gallery and the small auditorium (for movies) in the course of a semester than any other facility except lounges, with concerts and plays not far behind. This result is not an isolated example.

Further, whenever an auditorium has been included in a union, as has been done frequently in recent years (every Australian union includes an auditorium or has plans for one), the reports are that it is one of the most successful and most valued rooms of the building.

When students show this kind of interest in cultural facilities, there is every reason for a college to lend all possible encouragement.

And not to be overlooked, considering the union's present-day aspirations to serve as a community center, are the further assets of a theater. Students are isolated from one another in socially self-sufficient dormitories and fraternities, and the theater and its program draws them back together more compellingly than anything else.

Also the theater draws commuters — that ever increasing group, expected in the future to outnumber all resident students put together — back to the campus on evenings and week ends, providing an answer to the puzzle of how to identify commuters with campus life.

The theater, too, is the kind of facility that is almost indispensable to a good adult conference program. More and more unions are now functioning as conference centers. While there are currently 20 separate campus buildings used solely for adult conference purposes, with some dozen more being planned, more than 400 college union buildings serve, or can serve, conference purposes.

Need Facilities for Adult Conferences

As the main opportunity in meeting the growing need for adult conference space lies in the college union, those planning a union need to keep the special requirements of adult conferences in mind while the project is still in the planning stage. With certain deliberate modifications and arrangements, the same building can serve successfully for student activities and adult education programs.

(Continued on Page 50)

Union Facilities, Students Want

As shown in 20 campus surveys

Weighted Score*	Rank	Facility
85.3	1	Snack Bar
76.6	2	Bookstore
76.4	3	General Lounge
73.2	4	Ballroom
68.9	5	Cafeteria
66.6	6	Parking
65.6	7	Large Theater
64.7	8	Information Desk
60.2	9	Bowling
59.9	10	Small Auditorium
59.7	11	Browsing Library
59.5	12	Music Listening Room
57.9	13	Party Room
57.2	14	Television
57.0	15	Meeting Rooms
54.7	16	Table Tennis
48.4	17	Post Office
47.8	18	Chapel
45.9	19	Checkroom
45.7	20	Cards, Chess
45.3	21	Kitchenette (self-
45.5		prepared refresh- ments)
44.3	22	Private Cafeteria Dining Room
43.5	23	Billiards
40.8	24	Commuter Lunch Facilities
40.6	25	Art Gallery
40.4	26	Individual Lockers
39.0	27	Private Dining Room (waiter
		service)
38.2	28	Piano Room
37.3	29	Outing Quarters
36.8	30	Mailboxes
34.8	31	Craft Shop
34.5	32	Barbershop
34.0	33	"Quiet Rooms"
04.0	-	(with cots)
33.3	34	Organization Lockers
32.4	35	Grill Room (waiter service)
31.3	36	Dressing Rooms
27.6	37	Poster Shop
24.8	38	Photo Darkroom

^{*}The score would be 100 if all students regarded the facility as essential.



FOCAL POINT of student life at the University of New Hampshire is high-windowed snack bar overlooking a ravine.

"Dining and kitchen areas account for about 60 per cent of the

(Continued From Page 49)

A condition precedent to the success of a union as a conference center, but hardly less so to its success as a student center, is adequate near-by parking.

The increasing numbers of commuters arrive on the campus in their own cars. At many colleges as many as 50 per cent have cars, and the others have ready access to cars. This creates a very high degree of student mobility — and choice as to where they will dine, dance, bowl, or pursue other after-class activity. Fortunately, most want to come to the union, and will — if there is parking. Parking was sixth on the priority list of facilities, and on some metropolitan campuses parking at the union outranked in importance all union facilities except one or two.

A union gains enormously in use, and students and staff gain greatly in convenience and time saving, if student and faculty car drivers and the staff can arrive by car at the union area and leave from there. Washrooms, checkroom, telephones, information desk, food services, auditorium, ballroom and meeting rooms are all natural objectives and conveniences for car drivers. A union isolated from auto access and parking suffers critically, both financially and socially, from loss of use.

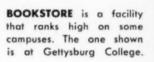
At least one union has resolved not to build an addition unless it can be accompanied by more parking (underground in this case), and underwriters of loans are beginning to ask for site plans showing near-by parking.

In addition to the more standard facilities, recreation swimming pools have been adopted by several unions, and more are in the works, though there are signs that students (especially women) are not enthusiastic about swimming in the union under the gaze of passers-by. To swimming pools the medical school campus, which has no physical education program or building tends to add gymnasium facilities.





MEETING ROOMS for student clubs and educational conferences are another need. The one above is at the student center at N. Y. U.





total space in recent unions."

Ice rinks have been seriously considered, but none developed yet.

One union has acceded to the drive-in habit and plans a drive-in service of its own, in a parking area adjacent to the snack bar.

Two or three others, in an attempt to serve married students better, have a baby-sitting room with special nursery facilities.

Small night club rooms, complete with a floor show area and surrounding raised terraces for tables, are becoming more popular. And outdoor patios treated for dancing and dining are putting in a fairly frequent appearance.

More and more of those campuses located in or near natural surroundings that lend themselves to outing activities are establishing outing lodges, operated by the union, at near-by lakes or mountains — for swimming, sailing, skating or skiing.

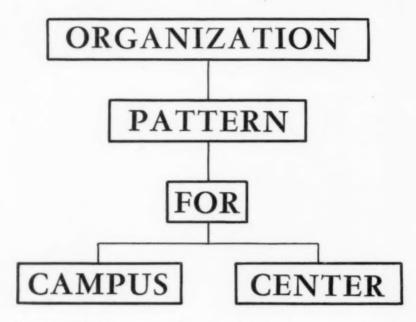
Some are setting up small "branch unions" in their married student housing areas where these are remote from the main campus.

Special headquarters for foreign students and for the college chaplain appear from time to time. And there is a growing tendency to locate the campus radio station in the union.

Travel bureaus, job interview rooms, the general college information service, and coin operated laundry equipment have been added to the list of conveniences.

On campuses downtown in large cities, where land is at a premium, unions are rising vertically (one as high as 11 stories), and in at least two cases large hotels have been acquired and converted into unions.

Interestingly, some colleges have discerned a close relationship between union and the college library, and in at least three cases they have gone all out and placed both under the same roof.



By Edgar Whiting, Director, Willard Straight Hall, Cornell University, Ithaca, N.Y.

THERE can be a union organization without a union building. In such cases it is necessary for this organization to seek out, either on or off the campus, facilities in which to hold its programs. Although there is an apparent hardship where the union organization must function without its own building, there is the definite advantage that when a building becomes a reality an established organization is prepared to take over and a going program that gives meaning to the building is ready.

With the rapid increase in the number of union buildings has come a more highly developed organization of the union. Union buildings are found on campuses ranging in size from 200 students to tens of thousands of students. It makes little difference what the size is; the organization is basically the same, and has three parts:

 A program and policy group made up predominantly of students. We shall call this group the board of managers, though many other terms are used.

2. A broad policy and finance group, which may include a few students, but which is comprised mainly of representatives of the administration, faculty, alumni, and university board of trustees. We shall refer to this group as the board of governors.

A professional staff, which is charged with the dayto-day operation of the building and with advising student groups.

Board of Managers

Normally this board is made up chiefly of students. There are instances in which the board is composed of students only, with a nonvoting staff adviser. Most likely, the board will have, in addition to a definite student majority, faculty, alumni and union staff representation. This group has the responsibility for program planning and administration and, in some cases, definite responsibility for the formulation of policies that directly affect the student users of the facilities.

Surveys show that 90 per cent of these student boards have a student as the chairman. The method of selection of students to these boards is about a 50:50 split between appointment on the one hand and election by the student body on the other. The biggest argument for the former is that it is more likely to ensure the appointment of a better qualified student to assume the rather specialized administrative responsibilities expected of him. It removes union social and cultural programing from the area of personal popularity contests or battles between campus political parties.

Working under this board is a series of committees ranging in number from five to 30. In the smaller union there may be from 25 to 75 student committee workers whereas from 200 to 300 students (sometimes as many as 600) may be actively participating on the committees of the larger unions.

These committees have the responsibility of presenting the social, recreational and cultural programs (dances, crafts, discussion panels, debates, concerts, reading hours, art exhibitions, films, outings and the like). Surveys indicate that more than 120 different kinds of programs have been planned by college union committees.



Student board of managers at Alfred University, with Union Director Garner, dressed up for the opening ceremonies.

It is generally agreed that a board of managers should work in close cooperation with, but definitely apart from, student government. Members of union boards and committees have excellent opportunities to gain the experiences and satisfactions that come from planning and doing for others as well as to learn the art of leadership and the ability to work in harmony and cooperation with others. The union is, of course, made up of students from all walks of life and of different color, race and creed. It is truly a "laboratory for citizenship."

Board of Governors

This board is responsible for matters of broad policy and, frequently, of finance. Sitting on it may be members of the university administration team, often ex officio, such as dean of men, dean of women, and business officer. In addition, there are faculty representatives, appointed by the president or by the faculty itself, representatives from the alumni group, and members of the university's top governing board. The latter group will normally appoint its own representatives. There may also be students on this board; for example, the chairman of the board of managers, or the head of student government. A board of governors will generally meet once a month, but may meet only once or twice a year.

Professional Staff

The extent of the paid staff of the union will vary according to the size of the union and the policies of the university pertaining to its administration. Surveys of almost 200 unions indicate that a large majority are the direct responsibility of a director or manager. In more than 60 per cent of these unions the director, or manager, is responsible for all departments including dining. When he is not responsible for everything, the dining areas and the bookstore are most likely to be the responsibility of others. Bookstores may fall under the supervision of the university business officer while dining departments may be the responsibility of an outside caterer or the university's general housing and feeding department.

The key members of the staff of a large union might include the following: director, assistant director, business manager, program director, assistant program director, games area manager, craft-shop director, bookstore manager, librarian, building superintendent, and the usual staff for a dining department.

Graduate assistantships are now being provided in several unions. These provide opportunities for unions to get high level part-time assistance and at the same time provide excellent practical experience for graduate students who may be interested in continuing in the field. About 25 per cent of union officers have academic status.

In the smaller unions one may find that the only professional may be a program director, with the food service a part of the residence hall system and the physical plant (repair and daily maintenance and janitor service) under the department of buildings and properties. The program director in such cases works with the students in planning and carrying out programs. This setup cannot be recommended. Uniformly the approach



THEATER is a union asset that serves students on campus, student commuters, and community. This is the handsome Wisconsin Union theater.



ART GALLERY, along with the theater, is used as much as any facility except the lounges, one campus survey shows. This gallery, along concourse outside the ballroom, is used for temporary art exhibits at the Utah union.

that adheres most closely to the true philosophies of college union operation is the one that has as many departments as possible and preferably all of them the direct responsibility of the union director.

The professional staff of a union has two key functions to perform: (1) the educational function, which includes working with the students in programing and in counseling students and student organizations, and (2) the business and administrative function, which consists of supervising the physical operation of the building and its many services.

Many unions are understaffed. The situation has improved in recent years, but in still too many cases the union staff is called upon to do too much too often. On most campuses the union is in operation from early morning until late evening, seven days a week. Late in the afternoon, when most university offices are closing, the union is just starting its second eight-hour day. Accordingly, budget allowances should be made to provide adequate staff to assume the responsibilities for this "second day," not only to relieve the key staff members but to provide adequate supervision of the building facilities and program during the only time of the day, or week, that many students can avail themselves of these facilities and programs.

The surveys referred to indicate that the director of the union at a small college is likely to be responsible to the president. In a larger institution, the director is usually responsible to the president or the chief business officer of the university or the head of student personnel. The surveys indicate a strong preference for the union to operate its own dining services. The best customer and departmental relations and interdepartment communications are maintained when this is the case.

Normally a close working relationship exists between the union and the university business office, the union and the university purchasing department, and the union and the university personnel department. It is commonplace for all union receipts to be deposited at the business office and for the union payrolls and invoices to be paid by university check. Likewise, purchases are made through the central purchasing agency and the union personnel policies correspond to those of the rest of the university.

With the trend more and more toward greater recognition of the educational possibilities of the union, there is a continually growing movement toward closer relationships between the union and the college's educational program.

In summary, the general organization of a college union calls for a policy board, a program planning board, and a professional staff with the latter two being the active, day-to-day, functioning administrative units. One supplements the other and neither could operate effectively without the other. Student board and committee members should be given just as much responsibility as their time and abilities will permit. The union has become an important part of the student's education. He cannot benefit from it fully if he does not have the opportunity to participate. And, finally, the desirability of a single directing head for the entire union operation cannot be overemphasized.

Preschool, Play Center

MARRIED students have their own union in some universities. The University of Minnesota Village Union is situated in the married students housing area. A temporary frame structure, its program is rich and solid. Among its most appreciated activities is the preschool and play center, pictured at right. The children are grouped around the piano, singing, a favorite pastime. Children between the ages of 2½ and 4½ are eligible. The school operates four days a week for supervised play and educational activities. A store is another appreciated service; it sells anything from cokes to plastic panties. Social and cultural programs abound. Village Union is one of three at Minnesota.



If You're Building a Union

Suggestions based on Wisconsin's statewide campus center program

Get as much expert assistance as is possible

The college union has a purpose of its own and problems peculiar to itself. Even the most competent architect may lack experience in this type of construction. Therefore, it is necessary and profitable to consult additional sources for help and advice.

Food catering concerns can be especially helpful in advising on the layout of kitchens, cafeterias and snack bars, as well as on the suitability of equipment and the pattern of food service lines. Presidents interested in the subject, along with individual union directors and the national Association of College Unions, can furnish advice ranging from student traffic patterns to the most suitable floor coverings for various areas in the building.

Because most communities have strict rules on sanitation and garbage disposal, it is often advisable to consult with city-county health authorities who might offer recommendations. The campus planning engineer, should he exist, can be brought into the picture at various times. And some college presidents advocate hiring certain members of the student union staff far enough in advance to utilize their theoretical knowledge and practical experience in the planning steps.

While consultation will not eliminate all problems, it will, at least, minimize the number encountered. This, in turn, should curtail additional, and often large, expenditures for replacement or alteration.

2. Think big and plan with logic and an eye to the future

Don't sacrifice space for magnificently decorated interiors, especially if your enrollment is increasing and you have to pinch pennies during construction. Space is at a premium. Elaborately paneled walls, eye-catching open stairways, intricate lighting arrangements, and acres of glass contribute to the esthetic enchantment of the building, but too often at the expense of space which, in the long run, is often more important. Concrete block walls, for example, can be made attractive by the hue of the paint, and paint is far cheaper than covering the surface with fine paneling.

Obtain sufficient storage spacel If you contemplate using your cafeteria for dances or other social gatherings, remember to provide storage for the dining room tables and chairs. Quite often, furthermore, there is a failure to comprehend the scope of the managerial functions and the amount of office equipment and personnel required. Some colleges have found it necessary to move from a planned office into a conference room because of the demands upon and services performed by this function. Ensure adequate space for checkrooms, game rooms, stationery and bookstore, and lounge areas. And emphasis should also be placed upon multiple purpose facilities and equipment that would help to alleviate the space problem.

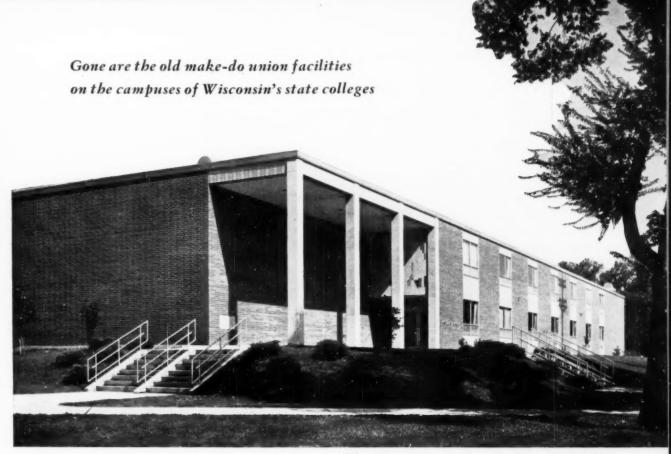
Most of our Wisconsin State College presidents advocate separation of cafeteria and snack-bar facilities, emphasizing, however, that the latter should be virtually self-sufficient. Snack-bar appliances must be adequate to handle the tremendous business such facilities do. Insufficient equipment slows down volume and produces customer complaints. Ventilation should be watched carefully, especially in food preparation areas, where heat builds up rapidly. Sometimes, theoretical estimates on air movement fall sadly short of practical needs.

3. Expect high utility costs

This is especially true when a union has food preparation facilities equipped with all the latest equipment, whether powered by gas or electricity. Furthermore, lights in the union proper seem to burn as intensely during daylight hours as at darkest night. Poor lighting arrangements or overly powerful bulbs may cause this, along with careless use. This can be helped by "policing" the lights and by installing less powerful bulbs, but this may not be enough to offset the power consumed by extensive cooking and refrigeration equipment.

4. Have a plan and a purpose

A student union is not simply another building on the campus, but one with special needs and offerings and a philosophy peculiarly its own. Its advantages must be discovered and understood, and a program must be developed for its full utilization. This takes both time and effort, and comes through learning how best to live in the structure. Most of the Wisconsin State College presidents believe that their unions still have many hidden assets to unveil, and that as the colleges grow the unions will play an ever-increasing role in campus life.—H.F.B.



Main entrance to new union at La Crosse State College

Wisconsin Builds Nine in '59

By Harry F. Bangsberg Assistant to the Director Board of Regents of State Colleges, Wisconsin

P RESIDENTS of the nine Wisconsin State Colleges are still wondering how they managed to survive for so many years without the new college unions which began operating on each campus last fall and which cost a total of \$6 million.

For each college now has a long-needed facility designed specifically for recreational, social and, to some extent, cultural purposes, instead of the "jerry-built" and make-do facilities of the past.

Before the new unions were built, eating and recreational facilities at most of our state colleges were grossly inadequate, unappealingly utilitarian, and often situated in basements or war surplus structures, wherever space not needed for things deemed more valuable could be found. Not too much could be done to make the facilities attractive, no matter what one's creative bent. Space per-

mitting, there might be several lounge chairs or a brace of ping-pong tables to accommodate the hundreds of students seeking a place to relax.

Our presidents are finding the new structures beneficial in a variety of ways and are even beginning to perceive changes in some collegiate habits. While it is agreed that student unions must be tailored to individual campus conditions, the nine presidents, in responding to an assessment of how the unions are faring, have made several suggestions that may have relevance for others contemplating similar construction. (See opposite page.)

Union planning started in 1956, when the total enrollment of the nine colleges was 11,304. The student population had reached 14,338 by last fall when all the unions were in use

Each college recommended an architect for its job

Comparison of Facilities at Nine Wisconsin State Colleges

College	Enrol. in '56	Enrol. in '59	Dimension & Sq. Ft.	Approx. Bidg. Cost	Equip. Cost	Cafeteria Size, Seat. Cap.	Kitchen Areas Sq. Ft.	Snack Bar Size, Cap.
Eau Claire	1332	1708	116×144 (36,000)	\$671,000	\$55,070	46x126 (2 lines) 591	1879	42×76 204
LaCrosse	1497	1821	E. Wing 120x48 W. Wing 219x62 (62,000)	796,000	67,005	68x46+7x21+ 35x33 (1 line) 325	1221	48x77+ 12x18 425
Oshkosh	1397	2048	287½ x115 (37,000)	595,000	54,189	90x44 (1 line) 270	3120 (60x52)	120x32 165
Platteville	1317	1668	281×92½ (46,000)	716,000	54,813	1281/4×54-1/3 (2 lines) 600	5376 (56x96)	48x96-2/3 246
River Falls	1032	1233	181x122 (38,000)	524,000	44,821	34x75 (2 lines) 187	4640 (116x40)	same room as cafeteria
Stevens Point	1377	1609	120×100 (39,000)	539,000	50,263	100x80 (2 lines) 450	60'x40' 10'x30'	68×80 350
Stout	1159	1293	134×96 (32,000)	564,000	43,211	dormitory eating		72×43 246
Superior	938	1266	102×123'8" (30,300)	514,000	37,654	60x60 and 20x102 (390)	3565	59×60 228
Whitewater	1255	1692	282×100 (44,000)	654,000	56,052	95x55 (2 lines) 400	4224 (88×48)	104×48 267

to the board of regents of state colleges. The board passed the recommendations on to the state bureau of engineering, which made the final selection. Ultimately, five architectural firms were employed to plan the nine buildings. The average floor space was 40,000 square feet, the range being from 30,000 to 60,000 square feet. Size of individual unions depended primarily upon student population. Some colleges sacrificed space for interior ornateness; others took the opposite course.

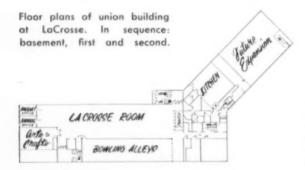
The buildings were erected by the Wisconsin State Colleges Building Corporation on land leased from the board of regents, which will assume title when the federal loan of \$5,400,000 is paid. The balance between the federal money and the total cost of construction, some \$600,000, came primarily from student fees collected before the unions were completed. Rents paid by each college to the corporation are based on the total cost of the building, less the revenues that may have been applied by the college toward the cost of construction. Operating costs are financed through revenue producing ventures, such as game rooms, snack bars and cafeterias.

The buildings are amortized on a 40 year basis with a \$9 per semester student union fee covering the principal and interest. Enrollment growth within the state college system is expected to promote quicker amortization and lead to the expansion of some buildings.

Furnishing of the buildings was done on a coordinated basis. All unions have the same type of furniture in lounges and snack bars, although color schemes and draperies vary according to individual college tastes. Procurement of all movable furniture was handled by the state bureau of purchases.

A typical student union houses a snack bar; a cafeteria; a bookstore; meeting rooms for students and faculty, as well as for sororities and fraternities, as these organizations rarely have their own houses; game rooms, providing billiard and ping-pong tables (La Crosse students paid for their own bowling alleys); various lounges for conversation, television or music, and often space for the college newspaper and yearbook staffs.

By providing a common meeting place for the entire student body - dormitory residents, local students, and





Comparison of Facilities at Nine Wisconsin State Colleges

College	Game Room Size	Game Room Equipment	Bookstore Size	No. & Av. Size Meeting Rms	No. & Av. Size Lounges	Space for Newspaper & Annuals	Other Special Rooms	Purpose of Other Rooms
Eau Claire	34×56	4 billiard tables 2 table tennis	25x32 with 17x24 stor.	7 547 sq. ft.	2 1760 sq. ft.	neither	4	cloakrm, workrm, offices, meeting
LaCrosse	130x60	4 bowling alleys 6 billiards 1 carom, card this	26×12	9 713 sq. ft.	3 1523 sq. ft.	both 11x19 ea.	5	offices, arts & crafts, dancing, meetings
Oshkosh	87×67	billiards, table tennis, card tbls	50x23	3 580 sq. ft.	1 50×82	both 28×23	5	darkroom, offices, music, lounge
Platteville	551/2×20	2 pool tables 3 table tennis	271/2×151/4	6 19x16	3 34×35; 72×30	both	1	various social
River Falls	32×66	12 card; 4 tennis; 5 pool	20×23	8 19x25	1 92×24	both	4	offices, lounge
Stevens Point	5 rooms	billiard tables table tennis	None	10 20×20	3 60×65; 20×40	both	5	priv. dining, music room
Stout	43×36	4 billiard tables 2 table tennis	None	6 18×17	3 — 25×90; 47×24; 18×43	neither	4	dancing, offices
Superior	191/2×671/2	4 table tennis 2 pool tables	15'10"x20	3 282 sq. ft.	3 1113 sq. ft.	one	8	offices, storage, darkrooms
Whitewater	48x104	billiards, table tennis, cards	26x16	9 16x16	3 2731 sq. ft.	both	1	private dining rm.

commuters — the union facilitates better campus communication and mutual understanding. Students serving on the various union committees and boards of control develop leadership and self-governing qualities, while recreation majors gain practical experience conducting tournaments and related ventures.

Since they are paying for the building, students are beginning to exhibit a new air of proprietorship, which is reflected in care and concern for the structure and its equipment. Transgressors of union rules of conduct are quickly called to account by their peers. It is their money that must be spent for repairs.

An awakening of student interest in campus activities has been reported by several state college presidents. Opening of the unions has helped revitalize many campus organizations and has stimulated establishment of new bodies. Since these colleges attract a large proportion of students from near-by areas — some get more than 60 per cent of their enrollment from the contiguous counties — they have labored under the unflattering epithet of "Suitcase College." But this, too, may pass away. At

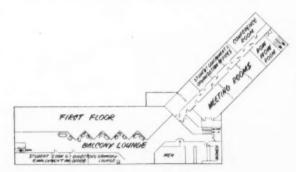
week-end social functions, attendance has doubled or tripled. Students no longer have to go off campus for refreshment and recreation. Such trips consumed time, involved the hazards of driving, and could lead to undesirable temptations.

Increased union use has not diminished use of the library or other academic haunts. The libraries no longer have to serve as a rendezvous for conversation and quasi dates, these activities having been shifted to the more attractive atmosphere of the student union. Some dormitory counselors, beginning to notice a new quiet in their corridors, suspect that the unions are serving as outlets for student enthusiasm and nervous energy.

Faculty morale also has been boosted by the new facilities. Previously, it was difficult for professors to find places to eat, to converse or to relax away from the student milieu. Conversely, it was difficult to be with students for casual or serious conversation, save in offices that might contain other teachers. Many of the new unions have specific areas for faculty dining and coffee breaks, and most faculty members have assessed themselves to pay union dues. Faculties also are beginning to use the unions for banquets and other special occasions. Much the same can be said for the other campus employes.

Unions are functioning advantageously in the realm of public relations. Although student use always has priority, the colleges generally can find time and space to host outside organizations and especially to provide facilities for educational gatherings.

A valuable by-product of union operation is the provision of part-time jobs for more than 650 students who, without such employment, might not be able to stay in school. This is an increase of some 350 jobs over those available in the old facilities.







TERRACE snacks are best of all, when the weather is smiling. This FURNISHINGS at nine colleges are the sunny terrace is an extension of the dining room at Stout State. same; color schemes and draperies differ.

"The union is the one building parents and friends are taken through."

Plattville's union started operating last summer, as did the other eight Wisconsin student centers.



At one Wisconsin state college

Union Feeds Residence Hall Students

ANOTHER trend, the combination of union and residence hall food services, is exemplified at Stevens Point, one of the nine Wisconsin state colleges. By 1956 this college, serving 1660 students, needed larger and more modern feeding facilities. And it needed the services that could be provided by a union building.

The union was built with cafeteria and main kitchen areas large enough to handle the needs of students living in near-by residence halls, faculty and staff, and students who do not live in the dorms. Twin serving lines and dining area that can be separated made this possible.

At present, the cafeteria in the new union building is serving 700 persons at each meal. Of these almost 500 are dormitory residents, who are eating on a contract basis. A glance at the accompanying income summary for the first six months of union operation shows that if the Stevens Point union had operated without the dormitory feeding income it would not have been able to meet even one-half of

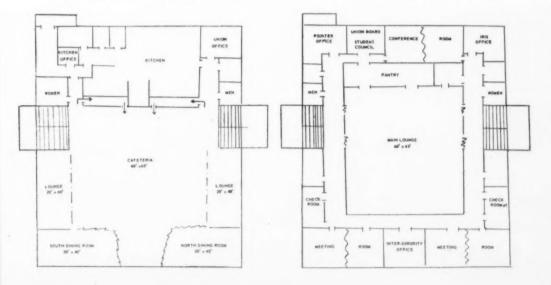
Income Summary, College Union Cafeteria Wisconsin State College, Stevens Point

Month	Cafeteria Sales	Catering Department	Dormitory Residents	Total
Sept.	934.27	1,450.60	17,730.64	20,115.51
Oct.	1,260.78	2,720.00	19,671.70	23,652.48
Nov.	1,958.30	1,270.00	18,281.36	21,509.66
Dec.	870.53	960.78	11,800.58	13,631.89
Jan.	1,509.60	2,175.21	19,720.15	23,404.96
	\$6,533.48	\$8,576.59	\$87,204.43	\$102,314.50

its expenses. The extra \$87,000 is providing the funds for the full union program without subsidies from any other food service operation or college department. — J. R. AMACKER, director of food services and college union, Wisconsin State College, Stevens Point.

BASEMENT FLOOR PLAN

FIRST FLOOR PLAN



Campus Center's main staircase affords fine view. The window is three stories high and 20 feet wide.

FORDHAM's new \$3.5 million Campus Center was dedicated February 28. The exterior reveals a row of 12 two-story free standing concrete columns supporting the barrel arched roof on two sides. Architects were Vorhees Walker Smith Smith & Haines. Walls are of yellow roman brick, with a 4 foot strip of gray natural stone along the bottom. This stone matches the color of the gymnasium, which it adjoins. Financing was in part through a federal loan.

Facilities include a cafeteria capable of serving 2000 persons an hour, student lounge, meeting rooms, faculty lounge and dining room, university shop and bookstore, a post office, music room, and barbershop. The entire Campus Center is air conditioned—and is being used for professional and educational conferences, as well as by students and faculty.

A low-vaulted snack room in the basement is called the Ramskeller after the Fordham mascot, the ram.



URBAN CENTERS: Fordbam's new union and

Photograph by Ira Wright Martin





"Genius hall," the cafeteria, feaures famed Villagers.



Loeb Student Center is Washington Square landmark.

New York University's skyscraper on Washington Square

Photographs by Molitor



SOME 6000 students daily visit this N.Y.U. student center, which opened last September. The 10 story glass and aluminum tower and the five-story red brick auditorium wing, on Washington Square South, were designed by Harrison & Abramovitz. Plateaus and roof terraces add an element of country living to the \$5 million metropolitan structure.

Handsomely decorated lounges occupy a spreading one-story platform at ground level. Shown at the left is a second-story lounge, and at the left above is a section of the cafeteria, which with the snack bar is in the basement. Walls of the cafeteria are decorated with photographs of artists, writers and scholars who have lived in the Village. A gold and white restaurant, "Top of the Park," seating 125, provides a panoramic view of the Manhattan skyline. The structure was financed by a \$1 million gift from the children of the late Mr. and Mrs. Carl M. Loeb, \$250,000 from Joseph I. Lubin and the estate of Joseph Eisner, and by the College Housing Loan Program.



GROUND FLOOR PLAN

Evaluation of plans after three years of operation

by HARRY B. HEFLIN

president of Glenville State College, West Virginia

Kitchens and bakery are in the basement.



This Union Feeds

OUR position at Glenville State was not unique — a small college (700 students) in a town of 1700 with no recreational facilities on campus or in town and little money to provide them.

Now we have a combined college union and dining hall in a new three-story building containing quality equipment and furnishings. As a means of financing such a building and to give full utilization to all the space, we included in it all college dining facilities and the bookstore.

The students voted to assess themselves \$2.50 a semester and \$2 a summer session as a fee for the construction, maintenance and operation of a student union.

We sold bonds on the open market at an interest rate of 3.69 per cent over a 26 year period. These are callable after 10 years in inverse order at a premium of \$3 per hundred. All income from revenue producing dormitories where no bonds are outstanding has been used to back up this issue. As an open-end issue, it will be possible to sell additional bonds for other projects when an accumulation sufficient to ensure these bonds and an income record over a satisfactory period of time is available.

The snack bar and the \$2.50 per semester fee is sufficient to pay costs of the student services area, which includes operating costs, depreciation, upkeep, one-third of the bond payments, and a small sum for contingencies. However, if additional services are rendered or if upkeep proves greater than anticipated, we shall have to increase the student fee.

The college purchased candy and cigaret dispensing machines and the juke box. Present income indicates this to be a good investment.

Floor plans of the building are shown. After three years of operation, we can evaluate our planning. We find room and equipment for food preparation adequate. Refrigeration for food storage is adequate, but other food storage is limited.

Food service areas are sufficient for the 325 persons we now serve, but two lines will be needed for an en-

Exterior is brick backed up by cinder block.



All the Students

rollment of 500 or more. (One line does keep serving costs to a minimum.) It takes approximately an hour for each meal.

Dishwashing areas are too limited. Dining areas are adequate for at least twice the present enrollment. The snack bar space is adequate for serving sandwiches, soda fountain items, and soups, but the seating area is insufficient and some of the space allotted to the adjacent lounge area must be appropriated.

We have enough office space, and the dance area serves well for all except the very largest dances. The bookstore area is large enough only if it is confined to textbook sales, as it now is.

Our students are well satisfied with their investment and take pride in the facility. They were included in the planning from the beginning and both student and faculty groups worked with the architects, Griefe and Daley of Charleston, throughout the planning period, expressing their preferences in structural materials, colors, location of desired areas, and equipment.

The only site available for the building would accommodate a structure of approximately 90 by 90 feet. A frame building occupied this site. Students and faculty organized work days and saved an estimated \$5000 by razing this structure. The bid price on the new building was \$260,000 plus architect's fees, fixed equipment and

The exterior of the building is brick backed up by cinder block, which, within, has been left exposed and painted. Windows are steel. Ceilings are of roof deck, acoustical plaster, smooth plaster, and perforated asbestos board, depending on the use of the area involved.

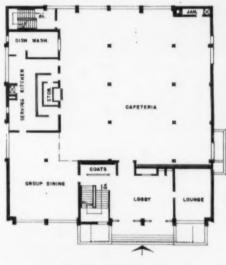
Dance floors are wood parquet; dining area and main entrance floors, terrazzo; toilet areas, ceramic tile; kitchen and food service areas, quarry tile; bowling alleys and food storage areas, concrete, and in other areas, asphalt tile on concrete. Window screens and water piping are copper. Food service equipment is stainless steel.

Room and equipment for food preparation are adequate.





SECOND FLOOR



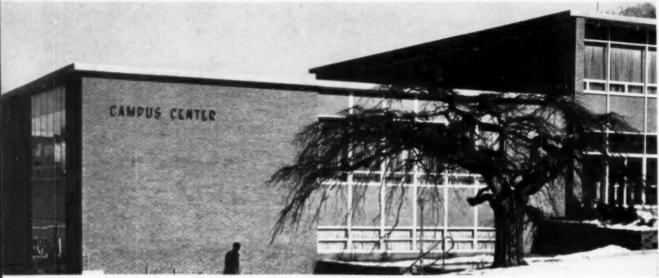
FIRST FLOOR



Dining areas will accommodate a doubled enrollment.

This smaller university in New York State is finding its new center a unifying force

CAMPUS CENTER



The building is colorful: red brick with aqua colored enameled steel panels in window walls.

By Larry Dale, Director of Public Information, Alfred University

THE Campus Center is the first structure at Alfred University designed and built specifically to provide intellectual, social and recreational opportunities for students and faculty.

A modern functional building, of reinforced concrete and steel, it has an exterior of red brick with aluminum window walls and aqua colored enameled steel spandrels.

Student organizations at Alfred had long held their meetings at scattered points on the campus and, as a temporary student union, occupied offices in some prefabricated buildings erected in the Forties. So when the new Campus Center opened its main double-glass doors on February 6 a long-time dream was realized. That day the students stepped onto the Vermont slate floor of the entrance foyer where a reception desk and information center is recessed into a birch paneled wall.

Turning right, they entered the main lounge, with two window walls and two of paneled birch. Here the floors are vinyl tile, as they are throughout the building; ceilings throughout are acoustical tile. Through a folding door in the rear wall they could see a small TV lounge. Double doors in the same wall open to a service area close to the kitchen.

At the left of the main entrance they found the dining area. The far wall and that separating the dining and serving areas are covered with mosaic ceramic tiles in white and gravs to within 3 feet of the ceiling, topped

by a rich green wallpaper border. The other two walls are red brick. The cafeteria serving area is accessible through two suspended wooden doors. The student dining room seats 116.

The University Room, papered in tones of beige and coral, is the faculty dining room and can serve 64 persons at special luncheons and dinners.

In the kitchen all equipment is stainless steel. Walls are of structural glazed tile and the floor is of ¼ inch ceramic tiles. An elevator serves the kitchen only.

On the ground floor are offices and a darkroom for the student newspaper and yearbook, a ping-pong room, a large multipurpose recreation room, facilities for a bookstore, and a workroom for student organizations. The steam heating plant is located in one of several ground floor utility rooms.

The second floor contains a music room equipped with stereophonic sound, office space for the student government, and two large conference rooms, one of which can be divided into two smaller meeting rooms by a folding wall. These conference rooms may be used either for student or faculty groups or for conferences of campus and community groups. A public address system connects every room in the building.

The building contains 24,200 square feet and was built and equipped at a cost of \$550,000. Carl C. Ade of Rochester was architect and engineer.

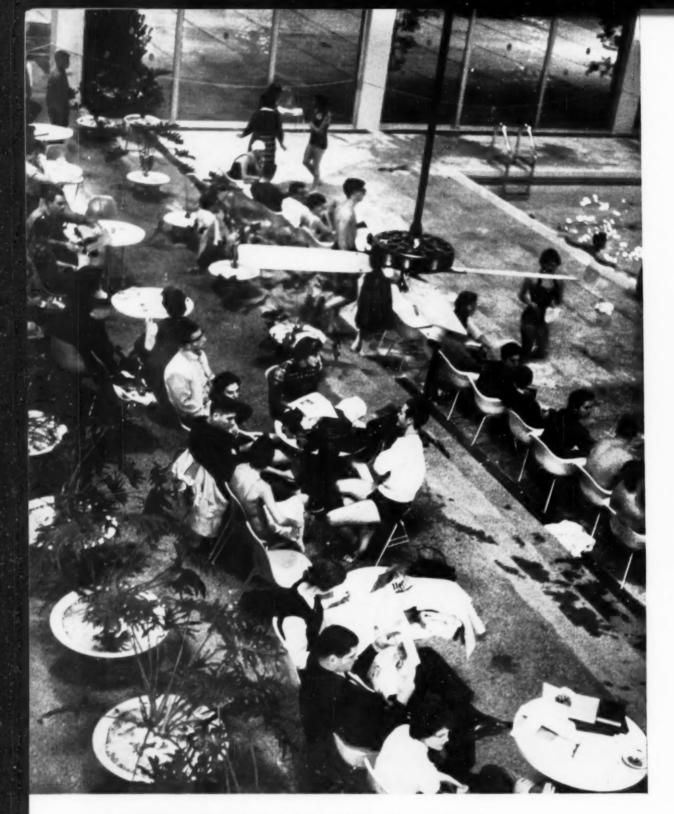
AT ALFRED





Above: Students relax in main lounge on first floor. The weekly campus broadcast originates there. Below: Looking into Campus Center lobby on a rainy night. A third floor houses music room and meeting rooms.





SWIMMING POOL at Tulane University Center is both an indoor and an outdoor facility. The pool enclosure has sliding glass doors which seal it off during the few months of cold weather in New Orleans.

A raised outdoor terrace is a popular lounging spot for students in warm weather. An adjacent snack bar provides pool-side refreshments.

Tulane Center Has Olympic Size Pool

DESIGNED as a setting for a dynamic community life, the Tulane University Center is a handsome three-level structure of steel, concrete, tile, brick and glass. Located near the library at the heart of the campus, it is in easy walking distance of all the residence halls. It cost \$2.6 million.

Out of a total enrollment of 4600, more than 2100 full-time students now live on the campus. This new social and recreational center helps keep them there during their leisure hours.

The Monk Simons Memorial Pool, of Olympic proportions, is enclosed; a large skylight of treated plastic admits the sun's rays. Three dining areas — cafeteria, snack bar, and faculty dining room — have a seating capacity of 500. The snack bar overlooks the swimming pool and spills over into a pool-side lounge, where under beach umbrellas or exposed to the sun students may consume their snacks.

The building contains offices of student publications and student government organizations. Game room, bowling alleys, hobby shop, and barbershop are provided, as well as a large ballroom with a roof terrace.

Located on the main floor is a bookstore stocked with most of the necessities of student life as well as textbooks and supplies. (Continued on Next Page)



BROWSING LOUNGE has current books and magazines. Adjacent to it is a listening room with a well stocked record library.



STAIRCASE leading up from the main floor carries most of the student traffic, although the building has one passenger elevator and one freight elevator.

MAIN LOUNGE

at the Tulane Center shows emphasis on the contemporary.

> exterior has alternating bluegreen quarry tile panels and plate glass panels, with stucco column dividers. There are three levels of floor space.





CAFETERIA seats
400. There is room
for 300 more in
the snack bar.
Faculty has own
dining room, terrace.





DEMOLISH CARES AND COSTS WITH FIBER-X

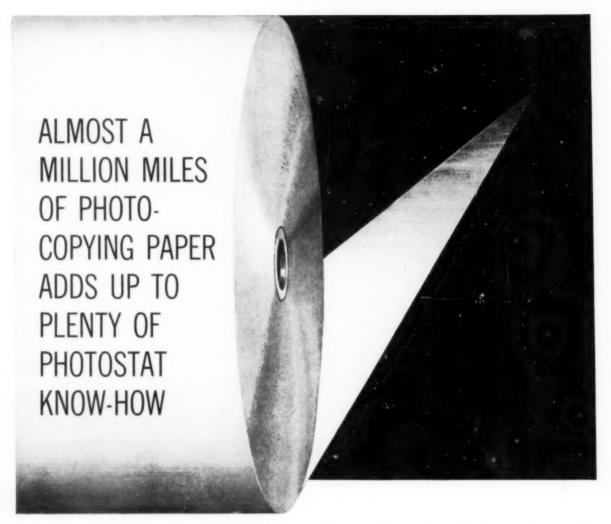
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Extra space an extra problem? You'll be especially interested in the double bunk bed illustrated at the left. Write today for complete information on Fiber-X and the entire Royal dormitory furniture line. ROYAL METAL MANUFACTURING COMPANY, Dept. 37-E, One Park Avenue, New York 16, N. Y. In Canada—Galt, Ontario. SHOWROOMS: New York, Chicago, Los Angeles, San Francisco, Seattle; Galt, Ontario.

Royal DORMITORY FURNITURE



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NEWS

Household Finance Enters College Loan Field . . . National Federation Will

Assemble July 6 . . . Announces Graduate Course in Fund Raising . . . Ohio

State Has In-Dialing Telephone System . . . Ford Gives to Teacher Education

Household Finance Subsidiary Enters College Loan Field

New YORK. — A nationwide plan to help parents finance education costs from current income was announced May 12 by Education Funds Inc., Providence, R. I.

The program furnishes from \$700 to \$2500 a year (a maximum of \$10,-000 for four years) to cover the student's tuition, books, room and board, transportation, and clothing. It makes no restriction on school location, student's scholastic average, or course of study.

A special insurance and trust fund provision guarantees the necessary money to complete a child's education in the event of the parent's death or total and permanent disability. Continental Assurance Company, Chicago, underwrites the insurance program; the trust is administered by Rhode Island Hospital Trust Company. Education Funds Inc. is a newly formed subsidiary of Household Finance Corporation.

H. E. MacDonald, president of both companies, says the decision to enter the education financing business was based on sound economics and "my personal desire to use our resources to fill a great social need by helping to further the education of young Americans everywhere. Last year Americans put \$48.5 billion of consumer credit to work for them and for the economy. Only \$100 million of this amount was borrowed for education purposes."

Under the plan, all arrangements are made by mail. Funds are advanced directly to the parent every semester or quarter, and repayments are made on a monthly basis.

No security or collateral is required of the parent. All charges are covered

by the monthly payments, which include principal, interest and insurance.

Funds are advanced directly to the parent to permit him to meet necessary demands as they arise during the course of the period, whether for tuition, room and board, books, transportation or clothing.

Here's how the plan would work for a parent who needs \$1000 a year for four years to pay for his child's education:

Every September 1 and January 15 (on a semester basis) \$500 would be advanced to the parent (or \$333,-33 every September 1, December 1 and March 1 on a quarterly basis). Monthly payments to repay the loan over the four-year period would amount to \$90.77.

Columbia Opens Graduate Courses in Fund Raising

New York. — The first graduate course sequence in educational promotion and fund raising has been established at Columbia University.

To emphasize the need for trained fund raisers in education, four annual \$2500 fellowships will be granted by the American Association of Fund Raising Counsel. These fellowships will be reserved for full-time students.

Cornell Building

ITHACA, N.Y. — Construction is under way on a \$3 million home for Cornell University's state school of industrial and labor relations. It is scheduled for completion in the fall of 1961. It will accommodate 400 undergraduate and 100 graduate students. Plans were prepared under the direction of the state architect by the architectural firm of Coffin and Coffin.

National Federation of Business Officers' Assembly July 6 to 8

French Lick, Ind. — Program details for the second national assembly of the National Federation of College and University Business Officers Association to be held here July 6 to 8 have been completed, announces Dr. Clarence Scheps, chairman of the program committee.

Charles H. Wheeler, treasurer of the University of Richmond and president of the National Federation of College and University Business Officers Association, will preside at the opening meeting on the morning of July 7. The address of welcome will be given by Senator Homer G. Capehart. At the opening session the theme will be "The Challenge of the Decade Ahead." Speaking for private institutions will be President Sharvey G. Umbeck of Knox College, and for public institutions President Herman B. Wells of Indiana University.

Secretary Arthur S. Flemming of the Department of Health, Education and Welfare will be the luncheon speaker. Wilbur K. Pierpont, vice president of the University of Michigan, will preside.

The afternoon program will be devoted to panel sessions for large and small institutions. Those from large institutions will discuss contract research, space utilization, and student financial assistance. Speakers on the three subjects will be George Green, vice president of California Institute of Technology, John B. Morris of the University of Mississippi, and W. W. Hill Jr. of Indiana University.

Discussion subjects for those representing small institutions are student financial assistance, student feeding (institutional vs. contract), and

investments. The speakers are John Schlegel of Lafayette College, George Shuman Jr. of Dickinson College, and Charles Buck of the U.S. Trust Company.

A session on investments for large institutions, a joint session on long-range planning for both large and small institutions, and a session for small institutions dealing with space utilization and increased efficiency are also scheduled for that afternoon.

On Friday the delegates will hear a "Report From American Council on Education" by Dr. Arthur S. Adams, president of the council. Later in the morning the official business session of the federation will be held. Committee reports from the governmental relations committee, the consulting service, and the editorial committee concerned with the revision of Volumes I and II of "College and University Business Administration" will be presented at this time.

On Friday afternoon Dr. Lloyd Morey, president emeritus of the University of Illinois, will moderate a presentation on "Financing Higher Education in the Sixties." Dexter M. Keezer, vice president, McGraw-Hill Publishing Company, will present the panel members.

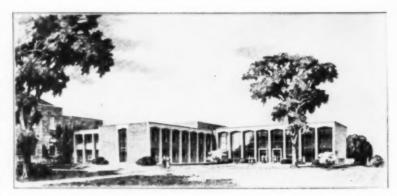
Specific subjects and the speakers are: "An Economist's Overview of the Problems of Higher Education," Philip H. Combs, secretary, the Fund for the Advancement of Education; "Opportunities for Improved Institutional Management," Harlow J. Heneman of Cresap, McCormick and Paget; "The Role of Private Support," W. Homer Turner, executive director, United States Steel Foundation; "The Role of Student Charges," President John D. Millet of Miami University, Oxford, Ohio.

The meeting will be concluded with a banquet.

Wayne A. Johnson, president of the Illinois Central Railroad, will be the banquet speaker.

Generous Gift

Hoboken, N.J. — A gift of 6000 shares of common stock of Texas Instruments Incorporated has been made by Mr. and Mrs. Eugene McDermott of Dallas to Stevens Institute of Technology. Valued at \$1.5 million, the funds will be used to erect a 13 story Stevens Center, which will rise 270 feet above the Hudson River facing the New York skyline.



NORTHAMPTON, Mass. — Plans for the first general academic building to be erected at Smith College since 1901 have been approved by the college's board of trustees. The building, construction of which will begin this month, will be named Benjamin F. Wright Hall after the fifth president, who resigned last year.

Wright Hall will contain eight seminar rooms, more than 60 faculty offices, a language laboratory, a social science research center, and a lecture hall. Architects are William and Geoffrey Platt, New York City.

Smith has received \$500,000 toward the \$1 million the building will cost. The college is seeking the additional \$500,000 as part of a development program to raise \$23 million to strengthen its educational resources.

Ohio State First With "In-Dialing" Telephones

COLUMBUS, OHIO. — The first commercial installation in Ohio of an "in-dialing" telephone system has been put into operation on the Ohio State University campus.

The system is one of a few such installations in the United States. Indialing is used at the U.S. Air Force Academy and at the Defense Department in Washington, D.C.

A direct dialing operation, the indialing system provides each phone on the campus with an individual number, CYpress 3 and four digits. Calls originating off the campus are made directly to the extension desired without going through a central switchboard.

Station-to-station calls on the campus are made by dialing the last four digits of the extension number. Persons on campus dial "9" before calling outside.

The new system eliminates the need for all "administrative" switch-boards.

Ohio Bell Telephone Company officials say that within two years about 80 per cent of all calls to the campus will be dialed directly.

The in-dialing installation is part of a general expansion and modernization of Ohio State's telephone system influenced by a detailed engineering study of the pattern of incoming and on-campus calls made during the autumn of 1957. Presently, there are 40 incoming and 44 outgoing trunk lines to the university. Under the new system, these figures will be increased to 78 incoming and 89 outgoing lines.

There are now some 2500 telephones at 1055 stations on the campus. This ratio will be increased to 2800 instruments on 1700 stations.

I.C.F.A. Director Studies European Universities

New York. — Dr. Gerald P. Burns, executive director of the Independent College Funds of America, is studying certain aspects of finance in European universities. Dr. Burns heads the national office which coordinates and serves as a clearinghouse for the 40 state associations of private, accredited colleges.

"On several important facets of university administration in Europe our information is inadequate; American educators may be able to learn from the experiences of the Europeans, experiences built up over the last several centuries," Dr. Burns declared before leaving.

Some of the issues to be researched are: technics used abroad to obtain support from the private sectors of the economy; acceptance by the



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British universities of heavy government subsidy without evidence of loss of institutional autonomy; methods of effectively utilizing faculty members as administrators, and extensive involvement of alumni on governing boards.

Dr. Burns' itinerary includes Oxford, Cambridge and St. Andrews universities; the University College of North Staffordshire; the universities of London, Sheffield, Manchester, Leeds, Edinburgh, Paris, Marseilles, Rome, Naples, Venice, Munich, Bonn and Berlin; the Uni-

versity Grants Committee of Great Britain, the Netherlands Bureau of Statistics, and the various ministries of education.

Dr. Burns' trip is financed by a grant from the Ford Foundation. He will return to New York on June 19.

Dedicate Building

GENEVA, N.Y. — A new \$4 million food research building at Cornell University's state agricultural experiment station was dedicated here May 5. A two-story pilot plant attached to the building will be used to simulate

practical conditions of the food processing industry. Gov. Nelson A. Rockefeller spoke at the dedication.

Kentucky Has Business Management Institute

Lexington, Ky. — The University of Kentucky has announced its eighth annual College Business Management Institute to be held July 24 to 30. Courses will be offered in the school of commerce and may be taken for credit toward an undergraduate or graduate degree. Each course carries two credits. The institute is in session one week, but those who register for credit are required to do additional independent work at home.

A wide range of subject material will be offered and the most up-todate textbooks and references utilized, including Volumes I and II of "College and University Business Administration."

Inquiries may be addressed to Powers Jones, coordinator, College Business Management Institute, University of Kentucky.

Short Course on Business Management at Omaha

OMAHA. — Plans for the 11th annual short course in college business management at the University of Omaha July 25 through July 30 have been completed, according to Dean Frank H. Gorman of the college of education at Omaha and director of the course. All sessions will be held in the university's new million dollar library and adult education conference center.

This year's course will feature lectures on basic organization for business management, auxiliary enterprise operation, budget preparation and control, public relations, purchasing philosophy and technics, principles of noninstructional personnel administration, accounting and reporting, college staff benefit plans, insurance, legal aspects of purchasing, management of the physical plant, research technics, and total space utilization technics. A seminar course will be available for those attending the university's workshop for their fourth or fifth year.

The faculty includes: J. D. Adwers, director of physical plant at the University of Texas Dental Branch in Houston; Donald E. Dickason, director of nonacademic personnel at the

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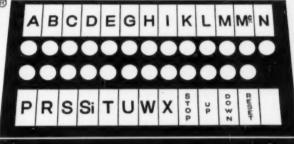
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University of Illinois and director of the University Civil Service System of Illinois: Charles G. Dobbins, staff associate of the American Council on Education: Dr. Donald G. Emery, dean of the college of adult education at the University of Omaha and recently named superintendent of schools at Shaker Heights, Cleveland; Harold W. Herman, editor, COLLEGE AND UNIVERSITY BUSINESS; Elmer Jagow, business manager, Knox College; Gilbert L. Lee Jr., controller, University of Michigan; Dr. Bruce J. Partridge, business administrator at the University of Delaware; James J. Ritterskamp, vice chancellor of Washington University; Dr. Clarence Scheps, vice president, Tulane University, and Donald S. Willard, assistant vice president of T.I.A.A.

Serving on the advisory committee for the workshop are: Bert C. Ahrens, executive secretary, National Association of Educational Buyers; W. Robert Bokelman, U.S. Office of Education; William C. Greenough, president, Teachers Insurance and Annuity Association; Harold W. Herman; Ralph Olmstead, business manager, Evansville College, and Richard G. Vogel, treasurer, Washburn University.

Preceding the short course, the University of Omaha is offering a 10 day preliminary study opportunity (July 13 to 23) on "Problems in the Administration of Higher Education." The course is designed to meet the needs of students working toward the master's degree with a major in college business management.

Philanthropies Have Big Investments in Property

New YORK. — The total investment in property and endowment of America's schools, churches, hospitals and other gift supported institutions now totals \$48 billion, according to the American Association of Fund-Raising Counsel, Inc.

This investment has increased by \$15 billion since 1950 and is currently expected to exceed \$51 billion in 1960. The unprecedented increase in the capital worth of American philanthropies brings this country's investment to 18 per cent of world philanthropies, which is estimated at \$260 billion.

The association pointed out the nation's investment in plant and endowment will have to double by 1970 to



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meet rapidly expanding needs for new hospitals, schools, colleges, universities, churches and other gift supported services. Merely to keep pace with population growth, which the association said increases every 11 seconds, one new voluntary hospital bed at a present cost of \$20,000 is needed every 36 hours.

The capital needs of gift supported institutions are expected to hit \$7.6 billion in the coming decade to keep pace with population growth, research discoveries, depreciation and operating trends. Total annual con-

tributions for philanthropic causes are expected to reach \$11.8 billion compared with \$7.8 billion in 1959.

The A.A.F.R.C. reports that higher education in the U.S. today has plant and endowment valued at \$16 billion. Physical facilities alone are increasing at the rate of \$500 million a year. The need for plant facilities, site acquisition, and improvement for colleges and universities now in existence is estimated to require \$13 billion in the next seven years. Private educational construction is expected to reach \$600 million in 1960.

Ford Gives \$7 1/2 Million for Teacher Education

New YORK. — To support new programs in teacher education, the Ford Foundation has made a series of grants to eight colleges and universities. The grants total \$2,671,250.

Individual grants are as follows: Converse College, \$430,000; University of Kansas City, \$625,000; Kansas State University, \$179,000; Middlebury College, \$111,500; Northwestern University, \$325,000; University of Notre Dame, \$410,750; Oberlin College, \$190,000, and University of Pittsburgh, \$490,000.

The Foundation also has announced a grant of \$4,815,000 for further support of the John Hay Fellowship program. This provides for university studies in the humanities and the natural and social sciences for outstanding high school teachers.

Train Union Members for Labor Careers

ITHACA, N.Y. — A scholarship program to train union members for careers in the international labor field has been established by the New York State School of Industrial and Labor Relations at Cornell University.

Under the International Labor Training Program selected American trade union members will study at Cornell for nine months, following which they will serve a one-year internship with a union or government agency that is directly concerned with international labor matters. The first students will begin their studies in September.

While at Cornell trainees will study the organization activities of the international labor movement, comparative labor-management relations, and a foreign language. They will also have an opportunity to acquire specialized knowledge of some particular geographical area.

According to Prof. Ronald Donovan, director of the program, the aim of the program is to help fill the need for experienced trade unionists who can contribute to the strengthening and enlargement of the free labor movement in the world. It is expected that graduates will be employed by unions and government.

An advisory board composed of representatives of organized labor and the Industrial and Labor Relations

(Continued on Page 84)



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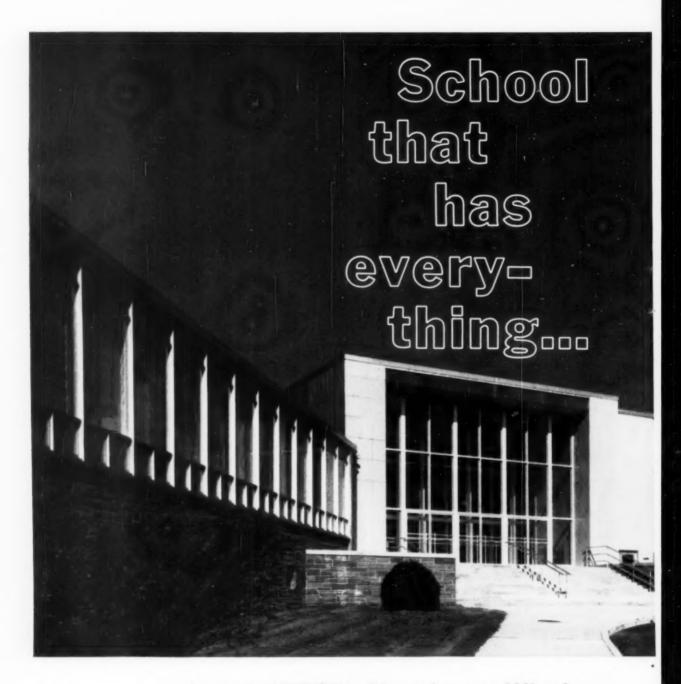
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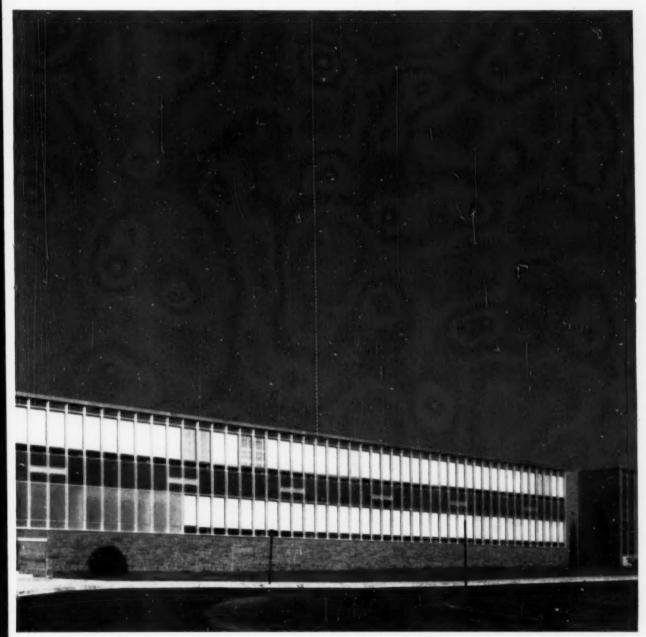
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(Continued From Page 80)

School will consult with Professor Donovan on the development and administration of the program. Representing labor on the board are George M. Harrison, chairman, A.F.L.-C.I.O. international affairs committee; Joseph A. Beirne, president of the Communications Workers of America, and Lee W. Minton, president of the Glass Bottle Blowers Association of the United States and Canada.

Dean John W. McConnell, Assistant Dean Robert F. Risley, and Associate Professors Alice H. Cook and John P. Windmuller are representing the LL.R. school.

The program scholarships, which provide a monthly stipend of \$300 for the two-year training period, are supported by a grant from the Marshall Foundation of Houston, Tex.

New Bookstore

STANFORD, CALIF. - A \$500,000 bookstore, designed by John Carl Warnecke and Associates of San Francisco, is now in use at Stanford University. A dominant feature is a 100 foot long skylight, which forms the peak of the roof. It is a one-story and mezzanine structure.

Salaries Increase 20% at St. Peter's College

JERSEY CITY, N.J. - Another major increase in faculty salaries at St. Peter's College has been announced by the president, the Very Rev. James J. Shanahan, S.J. The adjustment amounts to approximately 20 per cent above the present salaries, spread over the next two academic vears, 1960-61 and 1961-62. Parttime faculty salaries are also being

The new scale for full-time faculty is: instructors, \$5000-6500; assistant professors, \$6000-7500; associate professors, \$7000-10,000; professors, \$10,000 and up.

U-M Students Favor Federal Loan Program

ANN ARBOR, MICH. - University of Michigan students apparently believe that the university should not withdraw from the loan portion of the National Defense Education Act despite its loyalty oath and affidavit require-

An audience composed mostly of students voted in favor of continuing in the N.D.E.A. loan program after hearing a debate on the subject by Harvard University and U-M stu-

Harvard is one of 29 colleges and universities that have withdrawn from the program.

Salaries and Jobs Up for June Graduates

ANN ARBOR, MICH. - Salaries, jobs and the demand for June college graduates in business and industry have passed 1959 marks, three University of Michigan placement offices report.

Companies represented at the U-M have or will surpass the 1958-59 year when 958 firms interviewed students. savs Evart W. Ardis, director of the bureau of appointments and occupational information.

Mildred D. Webber, administrative assistant in the bureau's business division, reports insurance companies again showed heaviest demand, followed by manufacturing industries offering managerial and administrative positions.

Except for interest in economics majors, there is no stressed demand for specialists in general business, Miss Webber says. "Companies are looking for the broadly educated individual who has potential for administrative or executive posts."

Bachelor and master degree salaries offered this year range from \$375 to \$500 and \$435 to \$525, respectively, while doctorates range from \$487 to

Among specialists, notes Arthur S. Hann, director of placement at the school of business administration, accountants are in greatest demand.

College Board Approves **Major Fee Reductions**

EVANSTON, ILL. - Following their regular spring meeting in New York, the trustees of the College Entrance Examination Board announced substantial reductions in Board examination fees. Beginning with the December 1960 test series, C.E.E.B. fees for the Scholastic Aptitude Test will be cut from \$6 to \$4, and the Achievement Tests, from \$9 to \$6. The Preliminary Scholastic Aptitude Test for October 1960 will be reduced from \$1 to 50 cents, and charges for the College Scholarship Service will also be reduced by \$1.

In commenting on the fee reductions, a spokesman for C.E.E.B. said

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that passing on such benefits to candidates reflected the traditional policy of the Board as a nonprofit agency serving its member schools and colleges. He listed two basic factors contributing to the fee reductions:

1. The increased operating efficiency of the Educational Testing Service in Princeton, which administers the programs. New facilities, methods and equipment have all contributed to the E.T.S. economies, the spokesman said. E.T.S. anticipates even greater speed and efficiency to be achieved in the next year when a

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2. A dramatic and steady increase in candidate volume in recent years has also contributed significantly to the scheduled reductions. It is expected that during the 1959-60 school vear more than a million college entrance and guidance examinations will be administered under Board programs. During 1958-59 some 618,000 examinations were given. In 1957-58 there were about 495,000.

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concern to many colleges and secondary schools in the Midwest region. and this announcement is certain to be greeted enthusiastically, according to Hollace G. Roberts, director of the College Entrance Examination Board regional office in Evanston, Ill.

The trustees also announced the appointment of Dr. Edward S. Noves as acting president of the College Board effective July 1, 1960, for a two-year period. Dr. Noves is currently serving in New York as regional representative for higher education, N.D.E.A., U.S. Office of Education. Frank H. Bowles has been granted a leave of absence from his presidential duties to direct an international study of admissions under a Carnegie Corporation grant to the Board.

Political Leaders Speak at Bethany's Seminar

Bethany, W.Va. - Noted political leaders, including Senators Hubert Humphrey, John Kennedy, and Norris Cotton, spoke at the first annual seminar in politics conducted May 4 and 5 at Bethany College.

The seminar is part of the Falk Foundation program to interest students in political parties and party politics. Todd H. Bullard, assistant professor of political science and director of the Falk Foundation program in practical politics at the college, was in charge of the seminar. Chandler Shaw is professor and head of the department of history and political science, which sponsored the seminar.

Minnesota Learns How

MINNEAPOLIS. - A faculty attraction and retention study recently completed by the university's bureau of institutional research indicates that the University of Minnesota's combination of teaching and research opportunities and its scholastic prestige are the chief factors in getting and keeping the academic staff.

Salaries offered prospective faculty



It Gets and Keeps Faculty

members are about on a par with competing institutions, not high enough to constitute by themselves an important incentive to go to Minnesota, the study found. Fringe benefits also rank somewhat lower than the offers of many competing universities.



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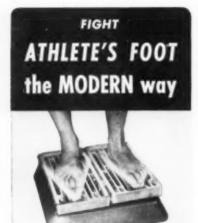
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Chestnut Hill Wins \$10,000 Incentive Award

Chicago. — Cash prizes and certificates of recognition have gone to 54 of the nation's universities, colleges and schools as winners of the second group of Alumni Giving Incentive Awards for "distinguished achievement in the development of alumni support."

For demonstrating the most significant improvement in one year, Chestnut Hill College won the \$10,000 Grand Award. More than \$50,000 was contributed to this small Catholic women's college in Pennsylvania by more than half of its 2375 alumnae. The objective was a memorial to the college's first dean and a president emerita, recently deceased. More than 30 per cent of the alumnae enlisted to do some form of volunteer service during the campaign period.

The Incentive Awards program, designed to broaden the base of gift support for American education, is sponsored by the United States Steel Foundation and is administered by the American Alumni Council.

Winners of \$1000 each were:

Private Universities: A tie between Tulane University (La.) and the Massachusetts Institute of Technology. Public Institutions: Douglass College (N.J.). Private Men's Colleges: Assumption College (Mass.). Small Coeducational Colleges (fewer than 750 students): A tie between King's College (N.Y.) and The Principia (Ill.). Large Coeducational Colleges: A tie between Gustavus Adolphus College (Minn.) and Hamline University (Minn.). Professional and Specialized Schools: Bank Street College of Education (N.Y.). Junior Colleges: Bennett College (N.Y.). Independent Secondary Schools: Asheville School (N.C.).

Chicago Theological Continues in Federation

CHICAGO. — The Chicago Theological Seminary's governing board recently voted to continue the seminary's close relationship with the federated theological faculty of the University of Chicago.

The board's statement provided for the school's increased participation in the graduate study programs of the faculty. The seminary's student body includes two-thirds of those studying for the D.B. degree at the university (the program by which men and women are educated for the parish ministry) and about 15 per cent of the students in advanced degree programs in theology.

The board, which participated in the organization of the Federation of Theological Schools at the university in 1943, expressed its strong concern for "university centered and church related theological education," according to the Rev. Dr. Howard Schomer, president of C.T.S.

Pointing out that "our relationships with the other three schools — the Divinity School of the University of Chicago, Disciples Divinity House, and Meadville Theological School — are purely voluntary," President Schomer said the articles of agreement make possible withdrawal by any of the member institutions on three years' notice or dissolution of the federation at any time by common consent of the four schools.

"There is probably no other interschool relationship in the United States quite so delicate as this one," Dr. Schomer said. "A federation is always in danger of drifting into anarchy or moving toward organic union. The members must retain their identities while safeguarding their cooperative enterprises."

L.S.U. Asks Legislature for "Eager" Support

BATON ROUGE, LA. — The state legislature "should be eager" to support expanded operation and building needs at L.S.U. as it begins its second century of service to the people of Louisiana, President Troy H. Middleton declared in a special report to alumni and friends of the university.

Writing for the April issue of the LSU Outlook, President Middleton said higher education is not an expense, but a profitable investment. "It repays the state many times for every dollar spent on instruction, research and extension."

The university is asking for state tax supported appropriations totaling \$24 million for 1960-61. This is an increase of more than \$3 million over the previous year's budget.

"One of the most fundamental reasons America's supreme position is being challenged can be found in the current level of support of higher education. To say that it has been inadequate would be putting it mildly. The nation is spending about \$4



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The common law of business balance prohibits paying a little and getting a lot.

It can't be done. If you deal with the lowest bidder, it is well to add something for the risk you run. And if you do that, you will have enough to pay for something better.

-JOHN RUSKIN



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billion this year; \$10 billion will be required by 1970 if we are to prevent our campuses from becoming vast intellectual slums and if we are to meet the surging demand for higher education by twice as many students as are now enrolled," President Middleton said.

"The most productive states support — and are supported by — the most productive universities. The state of Louisiana and Louisiana State University have come a long way together in 100 years; neither could have made so much progress without the help of the other."

He explained that Louisiana has come from an agricultural economy to one of balance between agriculture and industry and that the Mississippi River-Gulf Coast area appears destined to become the largest chemical manufacturing center and one of the world's greatest petro-chemical centers.

NAMES IN THE NEWS



William P.
Davis, formerly treasurer emeritus of Oberlin College and recently controller of Baldwin-Wallace College,

William P. Davis Berea, Ohio, has been appointed executive vice president of the Oberlin Savings Bank Company, Oberlin, Ohio. His new appointment became effective May 1.

Loyal E. Horton, for the last eight years director of food service at Bowling Green State University, Bowling Green, Ohio, has been named di-



Loyal E. Horton

rector of food services for the Associated Colleges of Illinois, with offices in Chicago. He will be responsible for working with members of the association on all matters pertaining to food service operation. His appointment becomes effective in August.

Clarence E. Galston, former vice president and general counsel of the United States Trucking Corporation, has been appointed general counsel of Teachers Insurance and Annuity Association and the College Retirement Equities Fund. The announce-



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ment was made by William C. Greenough, president of the two organizations.



Paul I War

Paul Langdon Ward, professor of history and head of the department of history at Carnegie Institute of Technology, becomes president of Sar-

ah Lawrence College, Bronxville, N.Y., on July 15. He will succeed Harrison Tweed, who has been serving as acting president since Dr. Harold Taylor resigned last August.

Virgil M. Hancher, president of the State University of Iowa for the last 20 years, was recently honored at an invitational dinner planned in the name of the S.U.I. Alumni Association. Dr. Hancher has served as president of the university longer than any of his predecessors.

Robert S. McCollum, deputy administrator of the bureau of security and consular affairs in the State Department, returns to Colorado this summer as vice chancellor of the Uni-

versity of Denver. Dr. Chester M. Alter, chancellor, said that Mr. Mc-Collum will work in the general area of public affairs at the university. Harvey D. Willson, vice chancellor and treasurer, will continue to direct the business and financial affairs of the university.

John R. Howard, acting president of Lake Forest College, Lake Forest, Ill., since the death of Dr. Ernest A. Johnson a year ago, has been



John R. Howard

named president of Lewis and Clark College, Portland, Ore. His appointment becomes effective August 1. Mr. Howard served as business manager of Lake Forest College from November 1957 to June 1958, when he became vice president of business and finance. He went to Lake Forest College from the University of Pennsylvania, where he had been a member of the faculty and business manager.

Patricia Cross, acting dean of women at Cornell University, Ithaca, N.Y., has been named to the newly created post of dean of students and will take office on July 1, when the present positions of dean of men and dean of women will be consolidated. Frank C. Baldwin, now dean of men. will become secretary of the universitv. Miss Cross, in her early 30's, will become the highest ranking woman administrative official in the 92 year history of Cornell, a predominately male university enrolling approximately 10,000 students, of whom 8000 are men.

Dr. Edward D. Gates, general secretary of Macalester College, St. Paul, becomes president of Beaver College, Jenkintown, Pa., July 1. He will succeed Dr. Raymond Kistler, retiring after 20 years at the Pennsylvania institution.

Dr. Abbott Kaplan will assume the office of president of the New School for Social Research, New York City, on September 1. He will succeed Dr. Hans Simons, who is retiring this month after 10 years as the New School's president. Dr. Kaplan is director of the University of California's extension program, Southern Area, and associate dean, statewide, of University Extension, the largest university extension division in the United States.



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DIRECTORY OF ASSOCIATIONS

National Federation of College and University Business Officers Associations

President: Charles H. Wheeler III, University of Richmond; secretary: Kenneth Dick, University of Idaho.

National Federation Consulting Service, 343 S. Dearborn St., Chicago, George E. Van Dyke, executive director.

Assembly: July 6-8, French Lick, Ind. National Association of

Educational Buyers President: Bruce Partridge, University of Delaware; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City,

National Association of Physical Plant Administrators of Universities and Colleges

President: Carl M. F. Peterson, Massachusetts Institute of Technology; secretary-treasurer: John H. Sweitzer, Earlham Col-lege, Richmond, Ind.

American Alumni Council

President: George J. Cooke, Princeton University; executive director: Ernest T. Stewart, 1785 Massachusetts Ave., N.W., Washington 6, D.C.

Convention: July 10-14, Hotel Shoreham, Washington, D.C.

Association of College and University Housing Officers

President: Joseph P. Nye, Columbia Unisecretary-treasurer: A. Thornton Edwards, Kansas State University.

Convention: July 31-Aug. 3, Indiana University, Bloomington.

Association of College Unions

President: Chester A. Berry, Stanford University: socretary-treasurer: Edgar A. Whiting, Cornell University; editor of pub-lication: Porter Butts, University of Wis-

Associations of College and University Business Officers

American Association

President: Paul G. King, Tennessee A. & I., Nashville; secretary-treasurer, Sinclair V. Jeter, Clark College, Atlanta, Ga.

Central Association

President: Harlan Kirk, Lawrence College. Appleton, Wis.; secretary-treaurer, James J. Ritterskamp Jr., Washington University,

Eastern Association

President: Vincent Shea, University of Virginia; secretary-treasurer: Kurt M. Hertzfeld, Boston University.
Convention: Dec. 4-6, White Sulphur

Springs, Va.

Southern Association

President: C. L. Springfield, Southwestern at Memphis; secretary: C. O. Emmerich, Emory University.

Western Association

President: Ernest Conrad, University of Washington; secretary: James Brainerd, Menlo College.

College and University Personnel Association

President: Orie Myers, Emory University; executive secretary: Donald E. Dickason, University of Illinois. Permanent headquarters, 809 S. Wright St., Champaign, Ill. Convention: Aug. 7-10, Carnegie Institute of Technology, Pittsburgh.

Canadian Association of University Business Officers

President: J. A. Wheeler, bursar, Mount Allison University; secretary-treasurer: S. Claringbold, treasurer, Hart House, University of Toronto.

Convention: June 13-15, University of Manitoba.

National Association of College Stores

President: Sam Hanna, DePauw Bookstore. Greencastle, Ind.; general manager: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

American College Public Relations Association

President: Marvin G. Osborn Jr., Washington University, St. Louis; executive director: Frank L. Ashmore, 1785 Massachusetts Ave., Washington, D.C. Convention: July 10-14, Sheraton-Park Hotel, Washington, D.C.



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POSITIONS WANTED

Assistant Business Manager or Accountant — Experienced college accounting, budgetary control, purchasing, physical plant maintenance, and personnel supervision; age 30; M.S.; family. Write to Box CW 540, COL-LEGE AND UNIVERSITY BUSINESS.

Assistant To Dean Of Administration—Business Manager — Six years as administrator in higher education; competence in personnel management, financial management and accounting; four years as director of auxiliary enterprises; family background excellent, married, no children; B.B.A. degree and M.B.A. degree June, 1960, desire opportunity for advancement as college administrator, resumé upon request. Write to Box CW 524, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager — University experience; interested in growing college or university where someone with broad diversified business experience would be helpful in development program including fund raising; mature, capable executive, personable; excellent business background. Write to Box CW 544, COLLEGE AND UNIVERSITY BUSI-NESS.

Business Manager — Successful and experienced in college financial management including purchasing, investments, auxiliaries, maintenance, personnel, new building, renovations, Write to Box CW 545, COLLEGE AND UNIVERSITY BUSINESS.

College Administration — 18 years teaching and administrative experience; last five years with fast-growing, progressive liberal arts college; handled all phases college administration; B.A., M.S., 50 semester hours beyond Master's; desire opportunity for advancement as college administrator; resume upon request. Write to Box CW 543, COLLEGE AND UNIVERSITY BUSINESS.

Controller — With wide, diversified experience and responsibility, now in business, wishes top administrative business position with college or university; east coast or middle west location preferred. Write to Box CW 535, COLLEGE AND UNIVERSITY BUSINESS.

Controller-Accountant — Presently controller of northeastern college of 2,000 enrollment; five years with present employer; age 36, married, no dependents, will relocate anywhere; B.S., Accounting major plus 24 hours towards M.B.A.; resumé sent upon request. Write to Box CW 537, COLLEGE AND UNIVERSITY BUSINESS.

Controller or Business Manager — Experienced all phases university accounting, business management, investments; university, financial, and industrial experience provides broad background for high level position; age 46; B.S. Degree; presently employed large eastern university; resume Write to Box CW 542, COLLEGE AND UNIVERSITY BUSINESS.

Director, University Press And/Or Auxiliary Enterprises — Ten years experience all phases of educational management. Write to Box CW 523, COLLEGE AND UNIVERSITY BUSI-NESS.

Financial Administration — College graduate with B. S. in Accounting plus four years of experience in public and industrial accounting on administrative level desires employment in the field of college or university financial administration; military obligation satisfied, Write to Box CW 538, COLLEGE AND UNIVERSITY BUSINESS.

Financial Administrator — Mature college graduate with 20 years diversified experience in accounting and financial activities of large international industrial corporation desires position as business officer for small or medium size college or university; willing to relocate; available May 1st; resumé presented upon request. Write to Box CW 531, COLLEGE AND UNIVERSITY BUSINESS.

Food Service Director or Director of Auxiliary Enterprises — Currently employed; BA degree Hotel Administration; twelve years management experience university food service, prefer private university with stable enrollment where food service is integral part of educational curriculum; ten or twelve month operation. Write to Box CW 539, COLLEGE AND UNIVERSITY BUSINESS.

Food Service Director — Female, age 45, single, B.S., A.D.A., presently employed, desires relocation by September, 1966; 19 years successful experience in college food service both large and small institutions; prefers large institution; resumé upon request. Write to Box CW 530, COLLEGE AND UNIVERSITY RUSINESS.

Foods Manager or Director — 9 years experience in residence hall food administration and food production; B.S. in Home Economics and Master's Degree; member A.D.A.; age 35, single; desires to relocate in California — preferably in the San Francisco area. Write to Box CW 541, COLLEGE AND UNIVERSITY BUSINESS.

Manager — Cafeteria, student union and catering; ten years college experience; available immediately. Write to CHARLES PACK, 1898 Capri, Memphis, Tennessee.

POSITIONS OPEN

Assistant Director of Purchasing — For university with enrollment of 6,000; the individual should have at least 3 years of purchasing and supervising experience; salary range: \$425.8650 with a months vacation, Contact Personnel Officer, NORTHERN ILLINOIS UNIVERSITY, DeKalb, Ill.

Business Manager — Independent day and boarding school for 500 girls in large midwestern city seeks qualified man to supervise accounting procedures and plant maintenance; new position in well-known, established school; state experience, salary requirement and availability. Write to Box CO 344, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager — Midwestern liberal arts college of national stature and strong financial standing; position requires responsibility for financial management and physical plant operations, and offers an opportunity to assist in growth of expanding program; send resume of training and experience to Box CO 357, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager — Generously supported small college in New York State; budget, machine accounting, purchasing experience essential, Write to Box CO 358, COLLEGE AND UNIVERSITY BUSINESS.

College Budget Director — For rapidly growing mid-western state college having an enrollment of 3100; position involves budget preparation, supervision of divisional allotments spending, cost studies and related assignment; salary open; send resumé of educational preparation, professional experience and references to Box CO 351, COLLEGE AND UNIVERSITY BUSINESS.

Dietitian-Managers — For two private boarding schools in Connecticut under food service organization; either 10 month or 12 month positions open; one position available July 1st; the other to start September 1st; attractive, furnished apartment provided; salary \$325.00 per month, Write to Box CO 360, COLLEGE AND UNIVERSITY BUSINESS.

Dietitians — University in Rocky Mountain region has openings for dietitians commencing September 1, 1960; position entails managing either a men's or women's dormitory housing 400 students; fringe benefits include one

(Continued on Page 95)

COLLEGE AND UNIVERSITY BUSINESS

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POSITIONS OPEN

(Continued From Page 94)

months paid vacation, sick leave, good retirement and hospital plan, above average salary and offers one the opportunity to express their ability and ideas. Write to Box CO 355, COLLEGE AND UNIVERSITY BUSINESS.

Food Controller — New position, excellent opportunity, responsibilities to include: master menus, food testing, standardization of menus etc. for expanding food service department; college degree in Institutional Management and two years top supervisory experience required; excellent advancement opportunities, retirement, sick leave, social security, excellent vacation, 5 day week Apply to Gilbert P. Volmi, Manager, University Food Service, UNIVERSITY OF MARYLAND, College Park, Maryland,

Food Service Director — Immediate opening in middlewest college; to assume responsibility of food service program for student union; experience required; salary open; please state experience, give reference and salary in first letter. Write to Box CO 356, COLLEGE AND UNIVERSITY BUSI-NESS.

Food Service Directors — Excellent opportunities are available for young men and women with food service experience; a leading food service caterer needs managers immediately for; colleges and schools; salary open; relocate. Send resumé to Box CO 285, COLLEGE AND UNIVERSITY BUSINESS.

Food Service Manager — Excellent opportunity, position available July, 1960, management of dining hall serving 9,000 meals perday, 8 cafeteria lines, catering, 120 on staff; college degree in Institutional or Restaurant Management and three years top supervisory experience required; excellent salary, retirement, sick leave, social security, excellent vacation, 5 day week. Apply to Gilbert P. Volmi, Manager, University Food Service, UNIVERSITY OF MARYLAND, College Park, Maryland.

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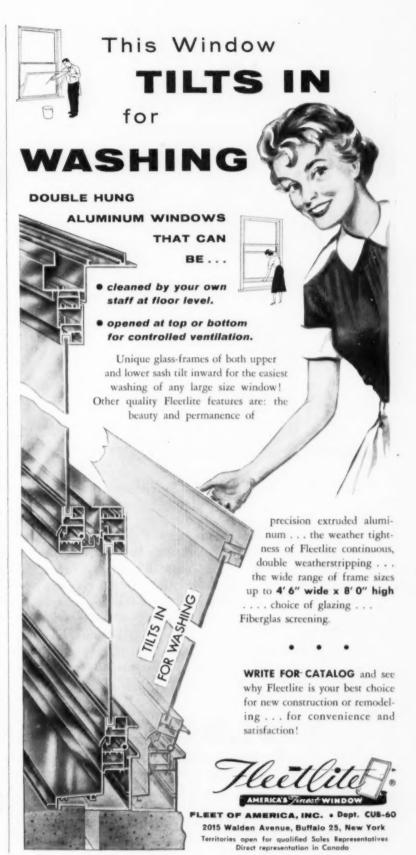
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Feature positive gear drive: clean, efficient operation. Model FM-20 (20 qt.) shown. Also 30 qt. and 60 qt. sizes. Edited by Bessie Covert

WHAT'S NEW

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card on page 107. Circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Plastic Laminate Wall Panel
Is Decorative and Non-Burning

Lamidall AC is a fire-safe decorative plastic laminate wall panel for use on walls, ceilings and partitions in any area in schools, colleges, hospitals and other



institutions. A hard, decorative plastic surface is integrally bonded to a base of ¹s inch asbestos-cement board to form the non-burning laminate. Available in a variety of patterns, including authentic wood grains and marbles in four by eight and four by ten-foot standard sizes, the material is easy to apply, and matching moldings are available as finish. Woodall Industries, Inc., 3510 Oakton St., Skokie, Ill. For more details circle #91 on mailing card.

Frost-Proof Fountain For Below Freezing Temperatures

Designed for outdoor installations where temperatures drop below freezing, Halsey Taylor's new No. 5907 AC All-Climate exterior wall fountain features an automatic frost-proof supply valve and drainassembly which provide complete drainback into the cabinet mounted on the wall



face interior after every use. All exposed parts are chrome-plated to withstand varying weather conditions. Halsey W. Taylor Co., Warren, Ohio.

For more details circle #92 on mailing card.

Recessed Air Diffuser in Day-Brite Light Troffer Unit

Research facilities of Barber-Colman and Day-Brite Lighting cooperated to develop a recessed air diffuser with an enclosed light troffer unit. The new diffuser

is available in one by four-foot and two by four-foot sizes, and two, three or four fluorescent tubes. Slots along both sides of the light fixture carry engineered air distribution for year-round air conditioning. Air volume is controlled by a five-foot expanding cone damper which is accessible by unlatching the bottom of the diffuser. Discharge air is completely separated from ballasts, fluorescent tubes and reflecting surfaces. The Mobilex light fixture and air diffuser is available from Barber-Colman Co., 1300 Rock St., Rockford, Ill.

For more details circle #93 on mailing card.

Audio Teaching System Includes All Components

All component parts for instructor and student are included in the new Hamilton Audio Teaching System. The master console gives the instructor a view of the entire room, with full student control at his fingertips, from a comfortable seated



position. All switches for communication, monitoring, sectionalizing and programming are within easy reach on the inclined panel, as are the connectors for tape deck, phonograph and projector sound track. The installation can be expanded to accommodate two instructors teaching simultaneously and has complete flexibility of program selection built in.

The Hamilton student cubicles are scientifically engineered for sound absorption and tested by the most advanced instruments. Through the versatile multi-channel system more than one language can be taught at the same time and the instructor can monitor individual students, providing maximum tutorial assistance. Students can practice and recite, understand a variety of native voices and progress at their own speeds. Cubicle models may be folded down and locked to conceal audio equipment and provide a plastic covered working surface. Others have quieting features for use in old buildings with untreated ceilings. The system can be used for teaching subjects other than languages and is particularly effective in multi-purpose classrooms. Hamilton Mfg. Co., Two Rivers, Wis.

For more details circle #94 on mailing card.

Alumi-Guard Vinyl Seats and Rails Practically Indestructible

The Irwin 3-R line of classroom furniture is now available with Alumi-Guard Vinyl seats and backs. The vinyl coated



steel can withstand the toughest punishment in use and is practically indestructible. Alumi-Guard Vinyl is scuff and abrasion resistant and shows no staining from alkaline cleaners, detergents, acid cleaners, nail polish, fruit acids and other substances. The durable line of backs and seats is easy to maintain and offered in aqua and sand. Irwin Seating Co., 1480 Buchanan Ave., Grand Rapids, Mich.

For more details circle #95 on mailing card.

Ditto Masterfax Performs Four Functions

Four important duplicating functions can be performed on the new Ditto Masterfax. It will make Direct (Spirit) Process masters, offset masters and facsimile copies, and will also laminate. No carbon is required in typing or preparing masters as material to be duplicated is typed, written or drawn on a clean white Masterfax



sheet which is then inserted into the machine. Direct Process masters can also be made from original copy. Inexpensive facsimile copies of most original material is easily made by a dry process on any weight of paper. Laminating is done without complicated adjustments. The machine permanently covers cards, clippings and other material with a tough, protective plastic in less than a minute. Ditto, Inc., 6800 N. McCormick Blvd., Chicago 45.

For more details circle #96 on mailing card.
(Continued on page 98)

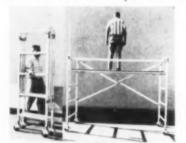
Air Cool Blower Condenser for Rooftop Installation

The LSBC (Low Silhouette Blower Condenser) is a new type air cool blower condenser for use in rooftop locations. Noise is kept at a minimum and the shape allows for location on most roofs without reinforcing of roof members. Dunham-Bush, Inc., 179 South St., West Hartford, Conn.

For more details circle #97 on mailing card.

One-Piece Aluminum Scaffold Wheels and Unfolds Quickly

Ready mobility to place of use and unfolding in seconds almost automatically are features of the Up-Right V-X Scaffold which make it practical for most maintenance uses. The one-piece scaffold



rolls on wheels for one-man handling. Two folding V braces snap together and lock automatically to form a rigid X brace joint to support the structure when open. It is ten feet long and 29 inches wide for

easy rolling through doorways and down narrow aisles. The platform height is adjustable from one to 8½ feet. Legs adjust instantly for uneven floors and stairways and the casters lock automatically for rigidity. The V-X occupies minimum space in storage. Up-Right Scaffolds, 1013 Pardee, Berkeley, Calif.

For more details circle #98 on mailing card.

Time and Labor Saved With Glass Polish

A new product that needs only to be sprayed on and wiped off to provide fast, easy cleaning without streaks or smears for such surfaces as windows, mirrors, marble, chrome, tile and plastics is announced by O-Cedar. Called Glass Polish, it is supplied in one-gallon containers with two empty six-ounce spray bottles for easy application. O'Cedar Div. of American-Marietta Co., 2246 W. 49th St., Chicago 9.

For more details circle #99 on mailing card.

Incinerator-Trash Holder Is Low-Cost Mobile Unit

Wheels and a pull handle make the low-cost combination Model F6W incinerator-trash receptacle a versatile addition to cleaning equipment. It can be used inside or outside a building to collect burnable trash of all kinds, then wheeled to an outside area where the trash can be burned safely within ten feet of the building with minimum smoke and smell and no supervision. Trash burns to a fine ash in any weather as the scientific

draft control ensures burning even damp or green refuse. Constructed of rust resistant aluminized steel, the incineratortrash receptable has six-inch wheels, the



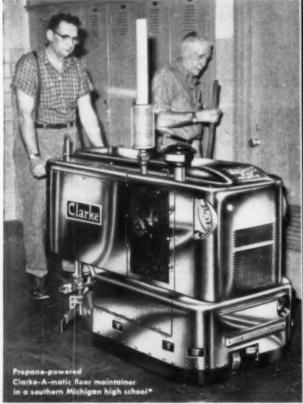
front wheels swiveling to make it easy to handle in collecting trash and in moving it to the burning area. The practical new six-bushel unit is 53 inches high and 24 inches square at the base. The Alsto Co., 4007 Detroit Ave., Cleveland 13, Ohio.

For more details circle #100 on mailing card.

Frozen Fruit Punches Have Lemon Juice Base

Strawberry-lemon, raspberry-lemon, pineapple-lemon and grape-lemon are the new frozen fruit punches introduced by Sunkist. All four flavors have a pure fruit base of lemon juice and no synthetic flavors or colors are added. Sunkist Growers, 707 W. 5th St., Los Angeles 13, Calif.

For more details circle #101 on mailing card.



Clarke Amatic SPEEDS SCHOOL FLOOR CLEANING

New Pattern Offered in 11 Metallic Colors

The most recent addition to the B.F. Goodrich line of Korsoseal vinyl upholstery materials is a lightly embossed pattern with a maze of irregular shapes resembling hieroglyphics. Called Pharoah, the new pattern is easily cleaned and is available in 11 metallic colors. B.F. Goodrich Co., Marietta, Ohio,

For more details circle #102 on mailing card.

Class 33 Accounting Machine Is Versatile, Automatic Unit

Automatic credit balances are obtained from all 21 of the separate totals available in the new Class 33 Accounting Machine. Removable program bars permit the



machine to be readily altered to meet changing requirements of particular accounting jobs and provide flexibility in the design of forms. A complete daily state-

ment of posting is possible since the depression of a single key totals or subtotals all 21 totals in sequence. A singlekey reverse entry control provides instant correction of erroneous postings. The machine will automatically determine if the operator has made an incorrect pickup of an old balance and eliminate it. The machine can be had with or without a built-in electric typewriter. The National Cash Register Co., Dayton 9, Ohio.

For more details circle #103 on mailing card.

Seven Colors Added to Tile Floor Line

The R.C.A. tile flooring is now available in seven new colors in medium tan, grays and blue. Four of the new colors are shown in the Flexi-Flor (Marbleized) line with three colors added in the Tara-Flor (Terrazzo) design. The rubber tile flooring is produced in rolls for ease of installation. The R.C.A. Rubber Company, 1833 E. Market St., Akron 5, Ohio. For more details circle #104 on mailing card.

Fiberglass Chairs Added to Portable Seating Line

Of modern functional design, the All-New Fiberglass Chairs added to the Krueger line of portable seating are made in stack-type, arm and side chair models. The lightweight, durable body is gracefully molded for body-conforming comfort and correct seating posture, and the baked enamel, dull-finish, 14-gauge steel tubular legs are secured as an integral

part of the unit for a smooth seating surface. Available in beige, coral, gray, turquoise and parchment, the chairs feature a large seat and self-leveling steel glide



feet. The special steel cross-brace leg design of the stack model permits easy stacking on a compact, mobile storage truck. Krueger Metal Products Co., P.O. Box 1097, Green Bay, Wis.

For more details circle #105 on mailing card.

Aluminum Roof Coating Reflects Sun's Rays

A new asphalt-based aluminum coating for renovating old composition roofs provides maximum insulation by reflecting the sun's rays. Available either fibrated or unfibrated in five-gallon cans, the coating produces a bright, attractive appearance and is said to improve with age. Allied Chemical Corp., Barrett Div., 40 Rector St., New York 6.

For more details circle #106 on mailing card.

(Continued on page 100)

. and cuts man hours in half

Thanks to the Clarke-A-matic self-propelled floor maintainer, cleaning school floors is no longer the costly and back-breaking job it used to be. At a new senior high school in southern Michigan*, for instance, the tile and terrazzo floors of the 50 rooms and corridors were completely cleaned in two and one half days during a recent vacation period.

"One of our biggest aids in speeding cleaning is our Clarke-A-matic floor machine," says the school's maintenance supervisor.* "It automatically meters solution, scrubs the floor, picks up dirt and solution and squeegee-dries-all in one operation.

"One man operates the Clarke-A-matic while

a second man cleans the hard-to-get-at corners. These two men do the work that formerly required four men with mops. They get the floor cleaner, too, because the Clarke-A-matic actually removes the dirt. It does the job better and saves many backbreaking man hours." And by cutting man hours in half, it drastically reduces cleaning costs.

Clarke-A-matic floor maintainers—in gasoline, propane, electric and battery powered modelscover up to 1/2 acre per hour . . . clean all types of floors . . . save all kinds of money.

Write for your free copy of the Clarke Product File Folder and the name of your nearest Clarke distributor. *name on request

THE BEST KNOWN NAME IN FLOOR MACHINES



246 E. Clay Ave., Muskegon, Mich.









Authorized Sales Representatives and Service Branches in Principal Cities Distributed in Canada: G. H. Wood & Co. Limited, Box 34, Toronto 18, Ont.

Super Tough Magnetic Tape in "Scotch" Brand No. 311

The new "Scotch" Brand No. 311 magnetic tape with Tenzar backing is a super tough product designed for rugged use conditions, including frequent repeat, continuous play and constant handling. It is tear and stretch-resistant, non-drying and free-running, yet compares in price with standard recording tapes and has uniform, high potency oxides for brilliant sound reproduction and full-range frequency response. The patented Silicone Lubrication impregnated throughout the entire coating assures effective, lasting protection for recorder heads. Minnesota Mining & Mfg. Co., Magnetic Products Div., 900 Bush St., St. Paul 6, Minn.

For more details circle #107 on mailing card



"Forward" Cleaning Chemical Is Safe on Washable Surfaces

Compounded to solve the most difficult cleaning problems, "Forward" cleaning

chemical solution is safe for all washable surfaces. Because of its effectiveness against all kinds of stubborn dirt, it is especially useful for cleaning washbowls and other plumbing in school and residence facilities as well as floors, ceilings, walls, furniture, heating and lighting fixtures and other equipment, and particulary terrazzo. It has an exceptionally high alkaline cleaning power, but is silicatebuffered for safety. The balanced formula resists the neutralizing action of dirt, thus there is no fade-out of cleaning power when mop or sponge transfers dirt to the cleaning solution. S. C. Johnson & Son, Inc., Racine, Wis.

For more details circle #108 on mailing card.

Portable Flatware Burnisher Introduced by Kraeft

Kraeft Table Model No. 60 portable flatware burnisher features many of the advantages of larger units but occupies only one-fourth the space. Lower in price, the new model has a capacity of 75 to 100 pieces and burnishes to a high polish in ten minutes. It fits on the drainboard, lifting handles are provided, and no drain hook-ups are necessary. Paul F. Kraeft, Inc., 60 Commercial Ave., Moonachie, N.J.

For more details circle #109 on mailing card.

Mobile Milk Dispenser **Handles Cartons or Bottles**



Three independent elevators dispense cartons or glass containers of milk at serving height in the new Lincoln mobile milk unit. The refrigerated, self-contained dispenser requires no drain connection and is constructed of stainless steel. It stores up to 985 half pints of milk and is easily wheeled to any desired location. Lincoln Mfg. Co., Inc., P.O. Box 2313, Fort Wayne, Ind.

For more details circle #110 on mailing card,

Mercury Vapor Floodlight Completely Weatherproof

A patented full-floating socket construction that adjusts automatically to variations in lamp sizes and shapes ensures the new Stonco mercury vapor floodlight a perfect weather-seal with all makes of R-60 reflector lamps. Especially effective when used with higher-output, longer-life R-60 sealed beam mercury vapor lamps for large-scale lighting of sport and recreation areas, parking lots and other open areas, the weatherproof floodlights are fully ventilated and available with lamps, transformers and a variety of mounting devices. Stonco Electric Products Co., 333 Monroe Ave., Kenilworth, N.J.

For more details circle #111 on mailing card

Select Durable





... for science classrooms, laboratories and Other Special Needs!

Look into Toledo's complete line of chairs, stools, desks, tables, machine stands . . . ideal for efficient laboratories, science classrooms, commercial departments, cafeterias, other special uses. Toledo furniture serves in leading colleges and universities. It's backed by 60 years of metal-engineering experience . . . the wise choice for dollar-saving durability, functional design and low maintenance.



THE TOLEDO METAL FURNITURE COMPANY 1030 South Hastings Street . Toledo 7, Ohio

Send TOLEDO School Furniture Booklet to:

ADDRESS

Fire Retardant and Germicide in Masslinn Cleaning Cloths

Developed for use with the Masslinn Sweeping Tool, the semi-disposable Masslinn Cleaning Cloths for dry dusting of floors and walls now contain a fire retardant and a germicide. The non-woven flannel-like material absorbs and retains dust and dirt without oiling, dampening or chemical sprays. It is inexpensive enough to be discarded after long use, does not put dust into the air, and now improves sanitation due to the addition of the germicide. Chicopee Mills, Inc., Non-Woven Fabrics Div., 47 Worth St., New York 13.

Added Safety and Convenience with Plastic Knob on Urn Cover

Continental Coffee Company's two, three, six and ten-gallon twin coffee urns are now equipped with a plastic knob on the front of the urn cover for greater safety and convenience in handling. The knob is easier to reach than the old type handle on top of the cover, and affords the user increased leverage in opening the lid, reducing the danger of scalding. Continental Coffee Co., 2550 N. Clybourn Ave., Chicago 14.

For more details circle #113 on mailing card.

Turf-King 76 for Large Capacity Mowing



The Turf-King 76 riding power lawn mower is a three-reel, nine h.p., four-cycle unit developed for rugged use on parks, school and university grounds, athletic fields and similar areas. With hillside and slope mowing ability and reels that can be arranged to cut separately, in a combination of two, or all three at the same time, the new unit has large capacity and features variable cutting speeds, a self sharpening device for all three reels simultaneously without disassembly, and micrometer thread screws for fine adjustments. Jacobsen Mfg. Co., 747 Washington Ave., Racine, Wis.

For more details circle #114 on mailing card.

Conveyor Dishwasher in Compact 60-Inch Machine

Compact, two-tank units only 60 inches long are now available in the Toledo Conveyor Dishwasher series. They are designed for maximum efficiency in kitchens where space is limited, and handle up to 4805 dishes per hour. Model 2T-P-60R has a pre-wash pump which recirculates water from the final rinse overflow. Model 2T-P-60 is equipped with a fresh water pre-wash. The Panoramic Door gives an



unobstructed view of the interior and full access to all inside parts. The units are of stainless steel and corrosion-resistant construction. Toledo Scale Corp., Kitchen Machines Div., 245 Hollenbeck St., Rochester, N. Y.

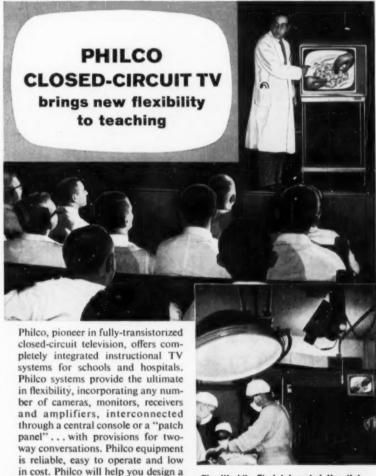
For more details circle #115 on mailing card.

Microtomic Lead Holder Designed for Drafting Students

The new Microtomic Lead Holder No. 605 is especially designed for drafting students and features lightweight balance, sure grip clutch and a knurled finger grip. Colored buttons provide lead thickness identification. Two Microtomic No. 6100-2 drawing leads for use in the mechanical holder are packaged in a plastic tube and available in eight degrees. Eberhard Faber Pencil Co., Crestwood, Wilkes-Barre, Pa.

For more details circle #116 on mailing card.

(Continued on page 102)



The World's First Integrated Hospital Closed-Circuit TV System was recently installed by Philco at St. Christopher's Hospital for Children, Philadelphia. It links the main operating room, lecture halls, auditorium, pediatric treatment rooms, psychologic observation rooms and the radiology department. Folder describing this system will be sent upon request.

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Closed-Circuit TV Planning Guide.

In Canada: Philco Corp. of Canada, Ltd., Don Mills, Ont.

Government & Industrial Group

4700 Wissahickon Ave., Phila. 44, Pa.

Vol. 28, No. 6, June 1960

For additional information, use postcard facing back cover.

Cafeteria Counter Priced Lower For Limited Budgets

Mass production methods and technics make possible the low cost of the new



Aerohot all-stainless steel cafeteria counter, priced within the range of food servoperators who must work with a limited budget. Rigid construction provides the counter with durability, minimum maintenance and ease of cleaning, while a choice of hot food, solid top, cold pan, urn stand, skeleton and tray stand units in various sizes permit flexibility of use. Duke Mfg. Co., 2305 N. Broadway, St. Louis 6, Mo.

For more details circle #117 on mailing card.

Sani-Stack Tray Rack Has Plastisol "Shock Absorbers"

Plastic and fiberglass trays are protected from chipping or other damage when dropped into Sani-Stack Tray Racks with "shock absorbers." Plastisol coated metal pieces to protect the trays may be applied to racks now in use, or installed in new Sani-Stack Tray Racks when ordered. The "shock absorbers" are attached by clips

and stainless steel wire. Metropolitan Wire Goods Corp., No. Washington St. & George Ave., Wilkes-Barre, Pa.

For more details circle #118 on mailing card.

Coat and Hat Rack Wall-Mounted and Compact

Space is saved with the small wallmounted coat and hat rack recently in-



troduced. The compact unit is practical for shallow and confined spaces in offices, meeting rooms, dormitories and other areas as the hangers are parallel to the wall. The entire assembly projects only 11 inches and coats are held four-deep. spaced apart on garment hangers of standard size and shape with hookless "hooks" which slip into fixed receptacles. The hat shelves are formed of parallel aluminum tubes held in cast aluminum wall brackets two feet or longer. Vogel Peterson Co., P. O. Box 90, Elmhurst, Ill. For more details circle #119 on mailing card.

Basketball Scoreboards in Three Scoremaster Models

Combinations of features form the three new Scoremaster models in electric basketball scoreboards and timers introduced by M. D. Brown Company. Model 255-66 illustrated combines the 250-6 scoreboard with a 36-inch name panel and a 15-inch foul panel for each team. The board registers progressively through 99 for each team on colored numbergrams and has period and time-out indicator lights, and translucent name panels for both home and visiting teams. An automatic vibrator horn may also be operated manually, and the timer registers in minutes and seconds. Model 254-66 differs in the foul panel and Model 3675 is a semi-cus-



tomized board, scoring through 199 for each team in 14-inch numbergrams. Both name and foul panels can be used with this board. Boards feature tier-type construction of extruded aluminum, permanent, chipproof Alumi-Glo finish and other advantages. M. D. Brown Co., Niles,

For more details circle #120 on mailing card.

Heavyweight Mylar Film for Desk Laminator

A new heavy gauge film for use with the Apeco Ply-On Desk Laminator is made of DuPont Mylar polyester. Developed for laminating documents and records which are frequently handled to protect them from wear, Apeco "Heavy-weight" Film is supplied in two sizes, in rolls 150 feet long. American Photocopy Equipment Co., 211 W. Dempster St., Evanston, Ill.

For more details circle #121 on mailing card.

Redesigned Sanette Waste Receivers Have Stainless Steel Covers

To withstand the abuse of constant use and keep their attractive appearance, the covers of Sanette Waste Receivers are now



furnished in stainless steel. The redesigned line includes the H Series round waste receptacle which is completely restyled, including a new center pedal. When the cover is raised, the inner pail is removed by the same outside handle that makes the Series H so easy to carry. The square Model M Series has the round, easily cleaned inner pail and a recessed rubber-coated pedal. Both models have concealed mechanism and a quiet-closing cover and are available in all stainless steel or with enamel finish bodies and the stainless steel covers. Master Metal Products, Inc., 291 Chicago St., Buffalo 5, N.Y.

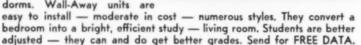
For more details circle #122 on mailing card.

(Continued on page 104)

PICTURE OF GOOD GRADES IN THE MAKING!

THE WALL-AWAY **FURNISHED DORM** IS CONDUCIVE TO STUDY

A dormitory room need not be a "torture chamber". Wall-Away designers and technicians have devised modular units for furnishing rooms which provide charm, comfort and utility and take away the drab "four walls" appearance so common to dorms. Wall-Away units are



Wall-Away Corporation

Campus Street

102

Wabash, Indiana.

THINGS ARE CHEAPER THAN PEOPLE

All through the advertising pages of this magazine and in the "What's New" section there is information on products that will save you and your staff time and do the job better. Every wise administrator knows that time saved is money saved—that things are cheaper than people. Be sure you know all that research and manufacturing skill are making available to save you and your staff time and money—and do the job better.

Turn to the yellow sheet at the back of this issue—you'll find every product shown in the magazine identified by number. The postage-paid return card will bring you the specific information you need. Be sure to keep up to date. Use the card and be sure.



Finest quality seating value per dallar expenditure! Strong, rigid, durable, extra roomy and comfortable, it features electrically seam-welded tubular steel frame built up vertical frame spacers for added strength and seat support, non-tipping Y-type design; and a choice of steel, contour-moulded wood veneer, or foom rubber cushioned and uphalstered seat models.



RUEGER TABLET ARM CHAIR — wherever a writing surface is required

Multipurpose chair with many uses. Tablet arm is rigidly secured to tubular steel support which automatically roises or lowers when chair is opened or closed. 7-Ply tablet arm comes with a natural birch or maple lacquer finished face (No. 101-TA) or with a tan birch plasticlaminate face (No. 101-TAP). Chair is our popular non-tippable No. 101. Folding mechanism is safety designed thru-out.



RUEGER SERIES 900-E

— quality tubular steel seating at low cost . . .

Few chairs offer so much for so little!
Construction features heavy-gauge tubular steel frame with tubular cross-braces; extra large seat and a deep, curred, correct postured backrest; and, non-marring Super Dylan feet over steel dame gliders. This low cost chair features one-motion opening and closing and folds flat to frame thickness for compact storage. All steel, wood veneer, or upholstered seat models.



NEW—added cross-brace increases

STRUCTURAL RIGIDITY

Krueger chairs have always been noted for their exceptional strength and rigidity. Now, for additional structural durability and longer life we have added another frame cross-brace to the rear legs of all these chairs at no extra cost!



Write for New Catalog—Showing complete line of Portable Seating, Fiberglass Chairs, Stools, Tables, Trucks.



Colorful Counter Chair Trimmed With Brass

No. 8223 is a serviceable chair practical for use at lunch counters, soda fountains



and snack bars. Seating ease and comfort are enhanced by the curved back and am-

ple spring seat. Brass ferrules and rubber cushion glides and a brass plated foot rest add to the appearance of the chair, which is available in a selection of finishes and a wide range of durable covers in decorator colors and textures. American Chair Co., Sheyboygan, Wis.

For more details circle #123 on mailing card.

Liquid Rug Shampoo For "On Location" Cleaning

For "On Location" Cleaning
A new, semi-thick, clear, synthetic liquid Rug Shampoo is effective and fast-acting in the cleaning of wool, cotton, synthetic and blended carpeting and fabrics, and has been formulated for "on location" cleaning of carpeting and rugs as well as upholstery. When diluted

with water the cleanser forms billows of suds made up of tiny bubbles which penetrate and clean without soaking or fading the fabric. The shampoo, available in 5gallon steel containers, has mildew-preventive and fire-retardant agents. J. I. Holcomb Mfg. Co., Inc., 1600 Barth Ave., Indianapolis 7, Ind.

For more details circle #124 on mailing card.

Utility Cart Has Removable Trays

Removable trays of indestructible Fiberglas in any of four pastel colors are used on the new Atlas Utility Cart for fast,



efficient and economical handling of trays, dishes, pans, foods and kitchen supplies. It may also be used as mobile shelf and work space in the kitchen or food service area. The trays can be cleaned in dishwashing machines and do not chip, peel or break. Model 3T is a three-shelf cart and Model 2T has two shelves. Heavy duty rubber casters permit smooth, silent operation of the cart which will support up to 400 pounds. Atlas Div., National Cornice Works, 1323 Channing St., Los Angeles 21, Calif.

For more details circle #125 on mailing card.

Rough-Graded Areas

Leveled by Viking Roller Blade
Athletic fields, driveways, lawns and all rough-graded areas are easily leveled by inexperienced help with the Viking Roller Blade which is approved for mounting on International Harvester Cub and Lo-Boy tractors. The blade is set at the desired level with a control screw located near the operator and the grid roller follows



the blade and pulverizes clods, mulches and compacts the soil and leaves behind a "quilted" soil pattern that holds moisture without run-offs. A scarifier for breaking hard ground in preparation for fine grading and an automatic seed and fertilizer dispenser which can also be used in winter to spread salt on icy pavements are included with the completely equipped unit, available in four and six-foot wide models. Viking Mfg. Co., Manhattan, Kans.

For more details circle #126 on mailing card.



. . . IF NOT MORE THAN . . . MONEY

Public approval and financial support are not inseparable.

Too often a fund raising campaign is successful from a financial standpoint, but the funds are gained in an atmosphere of public distaste.

This is not a success.

More than anything else, to insure long-range public support for your institution, what is needed is public understanding of your needs, and sympathy toward them, not grudging "give or we close the doors" cooperation.

For that is not cooperation at all.

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Literature and Services

• "Science Furniture for Schools and Colleges" is the subject of a comprehensive new catalog and planning manual which lists and illustrates the Steelab and Woodlab lines. The 99-page book is available from Laboratory Furniture Co., Inc., Old Country Road, Mineola, N.Y. It includes photographs and line drawings of the furniture with complete specifications, suggested floor plans for science departments, a complete alphabetical index, and is divided into three sections; secondary and high school furniture; general laboratory equipment, and college and advanced science furniture.

For more details circle #127 on mailing card.

• "Short Course for the Novice License," a handy primer listing the entire Morse Code and containing general information regarding FCC requirements for becoming a "ham" operator, is written in uncomplicated terminology. It is designed for classes in basic electronics and related subjects and is available from Electronic Instrument Co., Inc., 33-00 Northern Blyd., Long Island City 1, N.Y.

For more details circle #128 on mailing card.

- Aimed at increasing the efficiency of the dishwashing department to make the best use of employes, especially in view of increasing wage costs, Economics Laboratory, Inc., 250 Park Ave., New York 17, offers several management and employe four-color sound films for institututional food service. The films, some in both Spanish and English, cover managerial and employe training; proper layout and flow pattern of the dishroom area; proper selection of dishes; proper usage and dispensing of detergents and drying agents, and proper selection of equipment. For more details circle #129 on mailing card.
- The line of fire alarm systems manufactured for colleges, hospitals and other institutions by the Standard Electric Time Co., 89 Logan St., Springfield, Mass., is covered in a new 36-page two-color catalog which includes information on the company's "March Time," master coded and box coded systems. Components and accessory equipment are illustrated and described, and typical job specifications are mentioned in the catalog.

For more details circle #130 on mailing card.

 A 24-page illustrated booklet, "Glass in Science and Industry," is available from the Corning Glass Works, Laboratory Glassware Sales Dept., Corning, N.Y., as an educational aid for science students in high school and the first year of college. Written in non-technical language, the booklet describes how glass is made, how it is used in science and industry, and includes a section on simple classroom experiments.

For more details circle #131 on mailing card.

 The all new 64-page Catalog of Mobile Aluminum Food Service Equipment is now available from Crescent Metal Products, Inc., 18901 St. Clair Ave., Cleveland 10, Ohio. Cres-Cor Catalog 459 is sectionalized for ease in use and lists and illustrates all Cres-Cor models, with dimensions, weights and accessories.

For more details circle #132 on mailing card.

Metropolitan Counters for soda fountains and snack bars are the subject of a new eight-page catalog printed in color and released by Bastian-Blessing Co., 4203 W. Peterson Ave., Chicago 46. Illustrations show the sturdy construction of the line and its parts. Descriptive information includes facts on construction, materials available, combinations offered and counter accessories.

For more details circle #133 on mailing card.

• Semimicro Chemistry Laboratory Equipment is the subject of the 24-page Section 5B catalog released by Kewaunee Mfg. Co., Adrian, Mich., and its affiliate, Kawaunee Technical Furniture Co., Statesville, N. C. Several types of two, four, six and twelve-student labora-

tory tables designed particularly for the teaching of Semimicro Chemistry are pictured and described with a brief description of the method and its advantages, lists of Semimicro apparatus and glassware and storage counter assemblies, plus six floor plans for Combination Semimicro Chemistry-Physics laboratories.

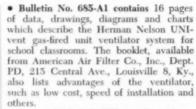
For more details circle #134 on mailing card.

Catalog No. 100-H contains specifications and photographs of the complete Lyon line of steel equipment for schools, colleges, hospitals and other institutions. The 92-page general catalog just released by Lyon Metal Products, Inc., Aurora, Ill., includes several new products which are illustrated for the first time.

For more details circle #135 on mailing card. (Continued on page 106)







For more details circle #136 on mailing card.

Various types of Mail Handling Equipment are described and illustrated in a new catalog available from Cutler Mail Chute Co., Rochester, N.Y. The 12-page booklet describes mail chutes, mail boxes, lock type letter boxes and mail room equipment, with typical specifications and advantages of the various models.
 For more details circle #137 on mailing card.

 Catalog No. 60, covering food service equipment manufactured by Caddy Corp. of America, Secaucus, N.J., is now available. It includes data on such newly developed mobile units as the Wet Tray Caddy T-222, the Nylon "DB" Belt Caddy-veyor for large-scale dish, tray and rack transfer, and other items.

• "Area Floodlighting Made Easy!," a new 16-page bulletin by Crouse-Hinds Co., Syracuse 1, N.Y., facilitates planning the lighting for parking, recreational and other open areas. The booklet includes footcandle charts, installation diagrams, and information on floodlights and mounting

For more details circle #138 on mailing card.

accessories.

For more details circle #139 on mailing card.

• Home economists, food technicians and professional writers collaborated in preparation of the new General Foods Kitchen Cookbook now available from General Foods, White Plains, N.Y. Designed to help in the planning, preparation and serving of complete meals, and arranged by meal situations, the 448-page book has full color illustrations and line drawings. Pages are grease-resistant, the cover is washable, and the book lies flat when open.
For more details circle #140 on mailing card.

 Packaged Cooling for water coolers, a separate inside cabinet housing the entire refrigeration system, is used in the line of water coolers described in a new four-page folder issued by Sunroc Corp., Div. PCL, Glen Riddle, Pa. A variety of models, including free-standing, wall-hung, flush-towall and remote, is described in the folder.

"Catalog C-3" gives specifications, illustrations and descriptions of some of the laboratory equipment manufactured by Modern Laboratory Equipment Co., Inc., 1809 First Ave., New York 28. Included are convection and hazardous atmosphere ovens, dry air sterilizers, incubators and temperature controls.

For more details circle #141 on mailing card

For more details circle #142 on mailing card.

 An illustrated brochure, available from Lawler Automatic Controls, Inc., Mt. Vernon, N.Y., contains the complete engineering story of the Recesso and tells how this recessed thermostatic shower mixing valve is designed, constructed and installed.

For more details circle #143 on mailing card.



Suppliers' News

Crane Co., 836 S. Michigan Ave., Chicago 5, manufacturer of plumbing, heating, air conditioning and related equipment and supplies, announces a major decentralization of its growing manufacturing facilities and marketing organization. Mr. Wesley A. Songer, president, states that the company has been formed into five groups, each with its own manufacturing, engineering, sales and control divisions, including Industrial Products Group, Chicago; Plumbing-Heating-Air Conditioning Group, Johnstown, Pa.; Crane Supply Co., Chicago; Systems and Controls Group, and International Group, New York City.

Shampaine Industries, Inc., 1920 S. Jefferson, St. Louis 4, Mo., announces the formation of Shampaine Scientific Co. with headquarters at 615 E. First Ave., Roselle, N.J. The new subsidiary will market laboratory and scientific equipment for health and educational institutions and will have two factories, one in St. Louis, Mo. and the other in Roselle, N.J.

L. Sonneborn Sons, Inc., 404 Fourth Ave., New York 10, manufacturer of building and maintenance specialties, lubricants and chemicals, announces change of corporate name to Sonneborn Chemical & Refining Corporation. A new company-developed symbol will also be used on all corporate material of the company.

Lamps*

CUSTOM DESIGNED AND
BUILT SPECIFICALLY FOR
COLLEGE RESIDENCE HALLS



*Both Portable and as Fixtures

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MFG. CORP., Muncie, Indiana

INDEX TO ADVERTISEMENTS

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The index on this and the following page lists advertisements in this magazine alphabetically by manufacturer.

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Products described in the "What's New" pages of this magazine also have key numbers which appear in each instance following the description of the item. For more information about these items, circle the appropriate numbers on the postcard and mail it, without postage, to College & University Business.

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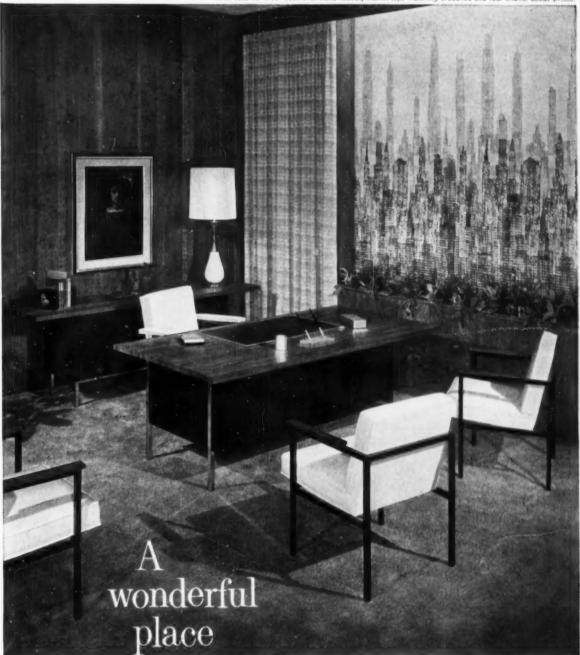
COLLEGE & UNIVERSITY BUSINESS

919 NORTH MICHIGAN AVENUE

CHICAGO 11, ILLINOIS



Steelcase 78" x 38" desk with hand-rubbed, walnut top, matching credenza and four chairs, about \$1,500,



to work!

■ Made wonderful by Steelcase office furniture . . . furniture designed to make busy days a little easier, a good deal more pleasant. The dignity, cheerfulness and thoughtful efficiency which are so obvious in this administrator's office can be extended to all other private and general offices on the campus. Steelcase Inc., Grand Rapids, Michigan; Canadian Steelcase Co., Ltd., Don Mills, Ontario.

STEELCASE INC



Women's Intramural Pool, MICHIGAN STATE UNIVERSITY
Lansing, Michigan

Architects : RALPH R. CALDER & ASSOCIATE

Tile Contractor: GRAND RAPIDS TILE & MOSAIC

Billion Mr. month

How to get the most for your swimming pool dollars

Select Romany *Spartan ceramic tile for tank lining, runway and walls, and don't forget the shower and locker rooms, too.

The advantages are countless. Romany Spartan is permanent—never needs replacement or repair. Because of its low absorption factor, it's impervious to body oils, requires less cleaning, holds maintenance to an absolute minimum. And its breathtaking beauty will never become soiled or dingy. Choose from an unlimited variety of sizes, shapes, colors and finishes, both glazed and unglazed to create the exact decorative effect you wish. Unglazed Romany Spartan ceramic mosaics are available, too, with abrasive added for extra safety on normally slippery runways.

If there's a pool in your plans, consult your architect about Romany Spartan. He'll be glad to provide samples and additional information. A free copy of "The Talents of Tile", showing school and college tile installations in full color, is yours for the asking. Write United States Ceramic Tile Co., Dept. CU-13, Canton 2, Ohio.

Description of tile: Tank lining, tank edging, lane and depth markers are unglazed Romany-Spartan Dresden ceramic mosaics, I" x I". Runway is the same with abrasive added for extra safety. Wainscot is of 4½" x 4½" Romany-Spartan glazed wall tile.



CERAMIC TILE



UNITED STATES CERAMIC TILE COMPANY

